



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## People Policy Development Committee

**At:** Committee Room 5, Guildhall, Swansea

**On:** Wednesday, 16 October 2019

**Time:** 4.00 pm

**Chair:** Councillor Ceri Evans

**Membership:**

Councillors: C Anderson, S J Gallagher, P R Hood-Williams, Y V Jardine, E T Kirchner, M B Lewis, M Sykes, G J Tanner and T M White

---

### Agenda

	Page No.
<b>1 Apologies for Absence.</b>	
<b>2 Disclosures of Personal &amp; Prejudicial Interests.</b> <a href="http://www.swansea.gov.uk/disclosuresofinterests">www.swansea.gov.uk/disclosuresofinterests</a>	
<b>3 Minutes:</b> To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 4
<b>4 Council's Approach to Strategic Commissioning. (Presentation)</b>	5 - 10
<b>5 Transition for Children and Young People with a Disability. (Verbal)</b> <i>Update on first meeting of Sub Group.</i>	
<b>6 Work Plan 2019-2020.</b>	11

**Next Meeting:** Wednesday, 20 November 2019 at 4.00 pm

A handwritten signature in black ink that reads 'Huw Evans'.

**Huw Evans**  
Head of Democratic Services  
Wednesday, 9 October 2019

---

**Contact: Democratic Services - (01792) 636923**

# Agenda Item 3



City and County of Swansea

## Minutes of the **People Policy Development Committee**

Council Chamber - Guildhall, Swansea

Wednesday, 18 September 2019 at 10.00 am

**Present:** Councillor C R Evans (Chair) Presided

**Councillor(s)**

C Anderson  
M B Lewis

**Councillor(s)**

P R Hood-Williams  
T M White

**Councillor(s)**

E T Kirchner

**Officer(s)**

Chris Francis

Principal Business Development and Commissioning Lead

Simon Jones

Social Services Strategy and Performance Improvement Officer

Allison Lowe

Democratic Services Officer

Lisa Thomas

Senior Lawyer

**Also Present:**

Heidi Lythgoe – Parent / Carer Forum

Chris Law – Parent / Carer Forum

**Apologies for Absence**

Councillor(s): S J Gallagher and G J Tanner

---

### 14 **Disclosures of Personal & Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interests were declared.

### 15 **Minutes:**

**Resolved** that the Minutes of the People Policy Development Committee held on 17 July 2019 be approved and signed as a correct record.

### 16 **Transition for Children and Young People with a Disability. (Verbal)**

The Chair welcomed Heidi Lythgoe and Chris Law of the Swansea Parent Carer Forum to the meeting and thanked them for taking the time to speak to the Committee. He explained that the Committee had been considering the item of Transition on an ongoing basis since the previous Municipal year. The purpose of the invitation was to further understand the role of the Parent Carer Forum and to

ensure there continued to be sufficient feedback from the children / young people and their families to improve and update the Policy accordingly.

Chris Francis, Lead Officer outlined the background and outlined that the funding to establish the first newly constituted independent Parent Carer Forum in Wales had been provided by the Local Authority. It was hoped that the scheme would be replicated in other parts of Wales.

He explained progress to date as follows:

- Work to improve arrangements re Carers Assessments;
- Working closely with the Education Department in relation to Additional Learning Needs (ALN) & the Tribunal Act;
- Working with the Swansea Offer Group to develop an online platform for children with disabilities and their families to promote and inform them of the services in Swansea. It was acknowledged that some of the pathways and processes could be complicated;
- A multi-agency Task and Finish Group which included 2 members of the Parent / Carer Forum had been created to look at the subject of transition. The membership would be reviewed to ensure an equal split between officers and parents / carers;
- The views of Schools and Head teachers of Special Schools and SDF's along with the Health Board would be obtained to better understand their opinions;
- Tom Jones, Participation & Children's Rights Worker had been leading on a piece of work to capture the voice of the young people.

Heidi Lythgoe, Chair of the Swansea Parent Carer Forum explained that she had been working on the Forum for 18 months. Their main role being to improve engagement with parent / carers of disabled children. The Forum had been initially led by Swansea Council for Voluntary Services (SCVS), Action For Children and Contact for Families with Disabled Children, who had been supporting the group in order to develop its own identity. They had also developed their own priorities, which were similar to those of Swansea Council but more focussed on what was important to the parent / carers and their families. The membership of the Group had been fluid as there were considerable caring obligations but they had made steady progress. They had initially focused on the setting up of the group and were currently working with the Local Authority on Transition / ALN / Carer Assessments.

Chris Law notified the Committee of the launch of the Swansea Parent Carer Forum that would take place on Friday, 18 October at Swansea Grand Theatre. Carrie Grant had been secured as the guest speaker. She had personal experience of children with special needs. He commented that it would be a great opportunity for the Committee to attend the launch and meet other parent / carers from Swansea. Local Assembly Members had also been invited.

In response to questions from Members of the Committee, the Parent / Carer Forum representatives stated:

- Initial conversations had taken place with the Health Board in relation to their involvement. Some parent / carer representatives had also been involved via

links with West Glamorgan Regional Board (formerly Western Bay). The Local Authority would continue to act as a conduit;

- In addition, together with the Local Authority, the Forum had been liaising with Schools regarding the ALN Act and the New Curriculum, both of which would be “game changers” for some families. However, work had commenced in preparing for these changes. It was acknowledged that ALN was a tricky area and difficult for parents and schools to manage. It would require a culture change and co-production at this level would make a huge difference. Consideration should be given to what life would look like for children with disabilities. General inclusion should also be happening in every school;
- There was a role for Councillors to assist. Child & Family Services Scrutiny Performance Panel had considered various elements and would continue to contribute and provide support;
- A Task & Finish Group had been working on mapping the process of the Carers Assessments. A survey was in the process of being drafted to capture views on processes in order to improve it going forward;
- It was acknowledged that communication between service users and Social Services was inconsistent. The survey would identify problem areas which would be considered by the Task & Finish group;
- The funding provided by Swansea Council would cease in April 2020. The future intention being for the group to be in a position to be self-sustainable, however the Authority would continue to assist the group with applying for funding from relevant sources. It was noted that it was important that carers should not be “out of pocket” in relation to attending Forum meetings and cost of care implications. This would be considered by the Strategic Stakeholder Group;
- Conversations should continue with Welsh Government in terms of funding streams and promoting the Forum due to the Welsh Government’s focus on co-production;
- Work had commenced in relation to communicating with those hard to reach parent / carers;

The Chair thanked the representatives of the Swansea Parent Carer Forum for their attendance at the Committee.

**Resolved** that the invitation to the launch of the Swansea Parent Carer Forum be forwarded to the Chair for wider circulation.

## 17 **Work Plan 2019-2020.**

The Chair presented the Work Plan for 2019-2020.

He reported that unfortunately the item on the Council’s approach to Strategic Commissioning had been postponed until 16 October 2019 meeting due to officer unavailability.

As a result, future monthly items on this subject matter would all be re-scheduled accordingly.

In addition, the Interim Head of Adult Services had requested that the Committee receive a report on the Mental Capacity Act amendment Bill (2019) at its November meeting.

**Resolved** that the Work Plan be updated accordingly.

The meeting ended at 10.45 am

**Chair**

**Strategic  
Commissioning**

People PDC 16<sup>th</sup> October 2019



---

---

---

---

---


---

---

---

**Background**

- Progress the work to develop a single view of the customer
- Provide a natural enabler to develop to efficiencies
- Understand need through co-productive techniques
- Achieve greater efficiency through common approaches and a more coherent, simple and strategic approach to contractors



---

---

---

---

---


---

---

---

**Objectives**

- Undertake mapping of activity in the four key areas – Adults Services, Child & Family, Poverty & Prevention and ALN in Education
- Understand the issues and priorities for the Heads of Service and senior managers
- Scope future activity for action plan
- Review and propose options for the People Commissioning Group
- Develop a common approach to co-production
- Propose options for a structure for the future



---

---

---

---

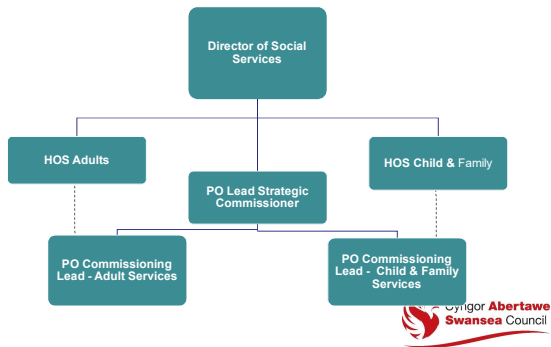
---

---

---

---

## High Level Structure




---

---

---

---

---

---

---

---

## Commissioning Hub Purpose

- To develop a consistent approach to commissioning, procurement and contract management following the commissioning cycle
- To ensure a strategic oversight of all commissioning
- To identify department wide risks and shared roles and responsibilities for effective risk management.
- To ensure a consistent approach to commissioning externally funded grant programmes by managing them through a single hub for both internal and external services
- To ensure a coherent approach to co-production building on existing work in this area and aligning to participation and rights based work




---

---

---

---

---

---

---

---

## Commissioning Hub Purpose

- To align teams and standardise roles, where possible to achieve process efficiencies and avoid duplication, maintaining specialisms for specific cohorts
- To achieve financial savings in the MTFP by reducing expenditure on commissioned services, rather than reducing staffing, but integrate posts where opportunities arise
- To maximise use of grant opportunities to drawn down additional funds in a co-ordinated way to add value to service delivery
- To ensure robust business development structures are in place which support transformation and aligns with directorate improvement and services plans




---

---

---

---

---

---

---

---

## Commissioning Model

Strategic Commissioning starts with our vision. Our vision for health, care and wellbeing in the future is that:

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



---

---

---

---

---

---

---

---

## Key Elements that Drive Commissioning

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



---

---

---

---

---

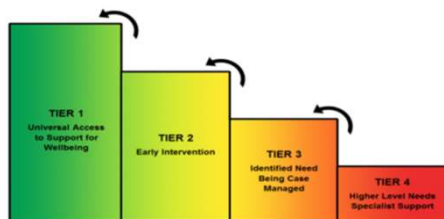
---

---

---

## A Strengths Based Approach

The Prevention Model is illustrated diagrammatically below.



---

---

---

---

---

---

---

---

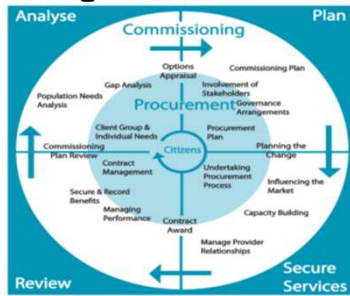


## Development of Commissioning Strategies

What is the process we follow to determine what and how we commission?

The Institute of Public Care (IPC) describes the activities that operate to enable effective commissioning by grouping functions into four key activities

1. Analyse
2. Plan
3. Secure Services (Do)
4. Review




---

---

---

---

---

---

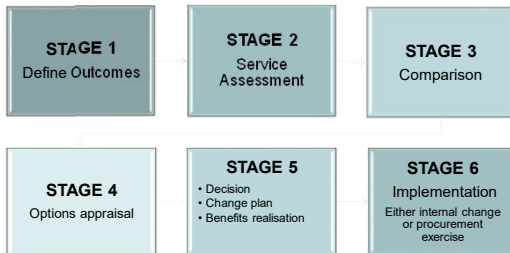
---

---

---

---

## Corporate Commissioning Review Process




---

---

---

---

---

---

---

---

---

---

## Strategic Commissioning Principles

### 10 key principles underpin the Council's approach to commissioning

1. **Outcome led:** we will focus first and foremost on outcomes for residents, families and communities, delivering our top 5 priorities and on creating social value
2. **Engagement:** we will engage at an early stage with people in agreeing, designing and delivering outcomes e.g.: workforce, trade unions, communities, schools/universities, partners
3. **Innovation:** we will be open minded and seek innovative solutions, using all the expertise available
4. **Evidence:** we will adopt an evidence based approach to solutions to deliver agreed outcomes
5. **Market Sounding:** we will use market sounding to find out what others are doing and to shape our commissioning plans
6. **Local Markets:** we will maximise local capacity to deliver services where appropriate and seek to develop new markets to increase supplier choice where necessary
7. **Collaboration:** we will commission jointly with partners/communities where this makes sense
8. **Cost:** we will aim to deliver return on investment, reduce future spend, and achieve efficiency savings on current provision
9. **Continuous Improvement:** we will aim to secure long term continuous improvement through the chosen option
10. **Sustainability:** we will deliver sustainable solutions to meet current and future needs

---

---

---

---

---

---

---

---

---

---

## Examples in Social Care – Domiciliary Care

- A Commissioning Review of Domiciliary Care Services was undertaken during 2015 and 2016.
- During this review, 31 options for the way forward for the service were developed.
- Widescale stakeholder engagement occurred to refine the 31 options into 12 viable options
- Each option was appraised against commissioning review evaluation criteria (outcomes, fit with priorities, financial impact, sustainability/ viability, deliverability)
- A preferred option was identified and a consultation occurred over a 13 week periods




---

---

---

---

---

---

---

---

---

---

## Examples in Social Care – Domiciliary Care

The final decision endorsed by Cabinet and informed by the consultation was as follows:

1. Redesign the Reablement Domiciliary Care Service.
2. Expand the Long-Term Care Service to include additional specialisms such as dementia support and rapid response.
3. Move to geographical based commissioning for the long-term maintenance service and respite sitting in service.
4. Maintain a county wide complex care service and Reablement Service.
5. Continue to operate a mixed model of delivery with clearly defined internally delivered and externally commissioned services.




---

---

---

---

---

---

---

---

---

---

## Securing Services – The Implementation Phase

- Competitive tender completed and a procurement framework created
- Update service specification to achieve improved quality and compliance with SSWBA and RISCA legislation
- 12 Providers appointed for long term services and 1 for respite
- 5 Geographical zones created to achieve efficiencies
- Services will provide care to approx. 1300 people
- Services will deliver approx. 1300 hours of care per week
- Projected annual increase in cost (commencing October '19)




---

---

---

---

---

---

---

---

---

---

## Other Obligations and Opportunities

- Redesigning and re-procuring services contributes to Adult Services Model by ensuring availability of quality services at tier 3 (long term) and tiers 2 (reablement and respite).
- But these services don't exist in isolation. They must operate as part of a continuum to achieve Adult Service objectives.
- SSWBA creates other related obligations which are relevant in context of securing services.
- Part 2 (general Functions) creates enhanced duties to prevent and reduce the needs for care and support. These "preventative" services should be available not only to people who are currently eligible to receive social care services but potentially to the wider population.



---

---

---

---

---

---

---

---

## Strengths Based Practice and Community Solutions

- A number of Local Authorities are adopting strength based approaches as a means of managing demand and achieving Part 2 requirements (Prevention objectives and development of new models)

*"Strength-based practice is a social work practice theory that emphasises people's self-determination and strengths. It is a philosophy and a way for viewing clients as resourceful and resilient in the face of adversity"*



---

---

---

---

---

---

---

---

## Strengths Based Practice and Community Solutions

*"How can I connect you to things that will help you get on with your life – based on your assets, strengths and those of your family and neighbourhood? What do you want to do? What can I connect you to?"*

- Important not just because of the way it values and empowers people, but because of the potential it offers to develop new preventive models, which encourage solutions by meeting need within local communities.



---

---

---

---

---

---

---

---

# Agenda Item 6



## Report of the Chair

### People Policy Development Committee

### Workplan 2019-2020

Date of meeting	Agenda items and Format
19 June 2019	Work Plan Discussion
17 July 2019	<ul style="list-style-type: none"><li>• Transition for Children and Young People with a Disability</li><li>• Strategic Approach to Commissioning Models (Duty to promote social enterprises, co-operatives, user led services and the third sector)</li></ul>
August	No Meeting
18 September 2019	<ul style="list-style-type: none"><li>• Transition for Children and Young People with a Disability – Invite to rep from Parent / Carer Leadership Group</li></ul>
16 October 2019	<ul style="list-style-type: none"><li>• Transition for Children and Young People with a Disability – Update on first meeting of Sub Group</li><li>• Council's approach to Strategic Commissioning</li></ul>
20 November 2019	<ul style="list-style-type: none"><li>• The Mental Capacity Act Amendment Bill (2019)</li><li>• Strategic Approach to Commissioning Models - New Models of Care &amp; Support / Opportunities to do things differently</li></ul>
18 December 2019	<ul style="list-style-type: none"><li>• Strategic Approach to Commissioning Models - New Models of Care &amp; Support / Opportunities to do things differently</li></ul>
15 January 2020	<ul style="list-style-type: none"><li>• Transition for Children and Young People with a Disability – Draft Policy</li><li>• Strategic Approach to Commissioning Models – Changes needed to implement new models</li></ul>
19 February 2020	<ul style="list-style-type: none"><li>• Transition for Children and Young People with a Disability – Draft Policy</li><li>• Strategic Approach to Commissioning Models – Policy / Statement of Principles</li></ul>
18 March 2020	<ul style="list-style-type: none"><li>• Strategic Approach to Commissioning Models – Policy / Statement of Principles</li></ul>
15 April 2020	