



Cyngor **Abertawe**
Swansea Council

**People Directorate
Social Services
Report of the Chief Social Services Officer**



**Annual Report
of the Chief Social Services Officer
(Statutory Director of Social Services)**

2016/17

Version 4 (FINAL)

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Chief Social Services Officer's Annual Report 2016/17

PART ONE: BACKGROUND

1.1 Introduction by David Howes, Chief Social Services Officer

Every Statutory Director of Social Services in Wales is required to publish an annual report detailing how well social services in the local authority are performing and the impact of the delivery of people's lives.

This report outlines the improvement journey in providing social services to the citizens of Swansea. It will consider how well Swansea Council has implemented the requirements of the Social Services and Well-being (Wales) Act 2014, how well we are performing in relation to the new National Performance Framework, and how we have used what people are telling us to improve. This report shows what we are doing well, and what we could do better, within Swansea's Adult Services, and our Child and Family Services by looking at the how well each service is achieving against well-being outcomes. Finally, the report will show how we plan to improve in 2017/18.

This annual report is prepared for:

- The people who use our services and carers
- Citizens of Swansea, and their elected representatives
- Our staff and partner organisations
- Welsh Government and Social Care Wales

Social Services and safeguarding vulnerable people are a top priority for the Council, and receive strong support from Cabinet Member, Mark Childs, Cabinet and the Chief Executive. To the best of my knowledge, this report gives a true and representative picture of the organisation during the period. I hope you find the report interesting and informative.

1.2 Director's Summary of Performance / Progress achieved in 2016/17

1.2.1 Introduction

Earlier this year I was pleased, and proud, to be appointed as Chief Social Services Officer, following a year serving in an interim capacity. I am fortunate to have a strong senior management team to work alongside, with Julie Thomas now confirmed in a permanent post as Head of Child and Family services and Alex Williams now into her second year as Head of Adult Services.

There has been a great deal of work undertaken since my last report to ensure Swansea are well placed to deliver on the requirements of a new legislative framework for social services in Wales. I am aware of the many comments made by children, adults and carers within the Qualitative Survey responses (see summary of results in Appendix 1). Swansea Council

undertakes to listen to these comments and to use this information in planning future changes, improve our services and to identify new ways of working.

We have to acknowledge that Adult Services, and Child and Family Services are at the start of new journeys of improvement and transformation to reflect changing expectations of citizens, new legislative requirements and within a climate of reducing resources. Whilst I am satisfied that we are addressing the new set of statutory requirements, whilst delivering on corporate priorities and policy commitments; demographic pressures, increased levels of demand and a new regulatory and inspection framework provide an ever changing landscape within which new ways of working and new models of service have to be developed.

This report shows Swansea is currently performing well on implementing the new legislative requirements.

However we need to remain focussed and driven to deliver a preferred future in which:

Managed care and the support offer is always positively experienced by citizens and we are constantly adapting our approach in response to citizen feedback.

We deliver a sustainable model of social care in which we commission cost-effective services of ever higher quality, in ways that help manage demand and support positive outcomes for the recipients of those services.

We remain focussed on consistently delivering the highest standards of social work and social care practice across the whole service, ensuring we safeguard those most vulnerable to achieve their well-being outcomes

We continue to strive to deliver integrated health and social care pathways and remodelled collaborative services in order that our citizens experience a seamless response, have a quality experience and are well supported to achieve their agreed outcomes.

We have a skilled and motivated workforce, well supported to play their part in delivering our preferred future, able to embrace change whilst continuing to meet professional responsibilities and required standards.

1.2.2 Adult Services

1.2.2a Key challenges for Adult Services in Swansea during 2016/17

- Implementation of Social Services and Well-being (Wales) Act ensuring that each person at risk and carers are at the centre of everything we do; with a real voice and control in shaping their care and support to focus on their own safety and well-being outcomes
- Effective and timely safeguarding, managed care and integrated, high quality services to the most vulnerable adults
- Managing our resources effectively, within budget and in partnership, by commissioning for outcomes, both regionally and locally
- Continuing to deliver on our budget savings strategy and performance targets
- Best possible outcomes are achieved within Adult Services, through a skilled, trained and professional social care workforce who are working to the highest possible standards of supported care planning

1.2.2b Summary of progress achieved

Adult Services are now benefiting from stability in leadership within the senior management team. There is strong strategic leadership, vision and direction over what is needed and how best to achieve the changes.

Within the Adult Services Improvement programme, which forms part of the wider Council's Sustainable Swansea Fit for the Future Programme, there are series of targeted projects aimed at strengthening our commissioning frameworks and plans, supporting the implementation of an Optimal Model for Adult Services which promotes a more preventative approach and the delivery of well-being outcomes.

These improvement plans are informed by a regional Population Assessment. We are increasingly co-producing with citizens and carers the design of new support services, making the best use of available resources whilst ensuring that the focus remains on how best to support citizens to achieve their well-being outcomes. Formal consultation has been undertaken both in relation to the development of the Adult Services Optimal Model and in relation to the plans to transform the delivery of domiciliary care.

Overall, Adult Services is in a stronger position to meet the challenges of maintaining future sustainability with significant progress made towards implementing the Act, ensuring robust budget management, the development of a skilled and motivated workforce and delivering on a fast-paced change agenda.

Implementation of the Social Services and Well-being (Wales) Act continues to be taken forward through an extensive programme with both regional and local aspects. A full training schedule has been delivered firstly to social workers and managers and will now focus more on direct care staff.

The development of a new Adult Services Practice Framework was a strategic priority in 2016/17. This important piece of work will guide how we work as social care professionals, developed through coproduction with staff and in partnership with Institute of Public Care (IPC). This framework will underpin social work and social care practice in Swansea, designed to support the delivery of the agreed Optimal Model for Adult Services. Swansea aims to become a lead authority in shaping *what excellence looks like* in social care practice and to support social workers and social care practitioners to be the best they can be when working with citizens to help support them to achieve their well-being outcomes.

1.2.2c Swansea’s Vision: Optimum Model for Adult Services

“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of well-being 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”

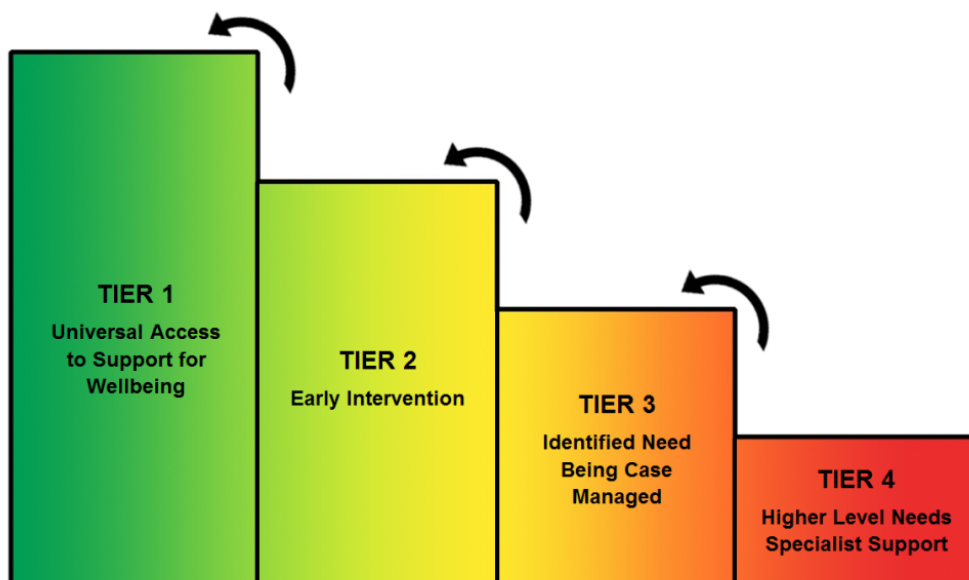


Figure 1 Tiered Approach within Adult Services Optimal Model

- Tier 1 – Universal services aimed at all Swansea Citizens to enhance well-being
- Tier 2 – 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

The Optimal Service Model offers Health, Well-being and Social Care and Support at four levels to our local citizens. We think this approach can help us to deliver “better care and support” to our most vulnerable adults and enable the Council to extend a well-being offer more widely. When implemented it is expected to deliver:

- Our Vision, and the 6 key elements below

- The full requirements of the Social Service and Well-being (Wales) Act 2014 and contribute to meeting the requirements of the Future Generations Act
- Corporate Priorities including ensuring the continued delivery of financially sustainable social services and social care.

The Optimal model for Adult Services has **six key elements**:

- 1) **Better prevention** – by supporting care and well-being locally and offering good quality information and advice, helping support individual and community resilience as a part of which citizens feel safer, less isolated and more able to achieve their personal outcomes with less reliance on more formal and traditional social care services.
- 2) **Better early help** – by helping people to quickly and effectively maintain, or regain their independence, when they do have care and support needs. Through services such as Local Area Coordination, reablement and intermediate care, we can help keep vulnerable people safe, reduce the number of people and level of reliance on longer term care services.
- 3) **A new approach to assessment** - working in partnership with people to understand what matters to them; by putting them at the centre and building on people's strengths and abilities. This will better enable citizens to maintain an appropriate level of independence, a better quality of life and with a proportionate level of care and support. In doing this, we recognise that everyone is different, and an individually tailored response will therefore be needed. Our aim is to ensure that citizens can remain connected with their families and communities, remain living in their own homes and that carers are appropriately supported.
- 4) **Improved cost-effectiveness** – by engaging with people and our partners early on we can design services and approaches that are more efficient and cost-effective and better support citizen outcomes. In addition, by more effective commissioning and procuring of services that support better prevention and demand management we can ensure that every penny spent by the Council and its partners maximises the health and well-being of our population.
- 5) **Working together better** – by collaborating with our partners, particularly our health colleagues and internally across the Council, we can better integrate assessment processes, deliver more coordinated services and make best use of limited resources. Our citizens will benefit from experiencing a more seamless and joined-up service response.
- 6) **Keeping people safe** – by operating a more risk sensible approach, responding proportionately to citizens' needs and concerns, building on strengths whilst ensuring they are treated with respect, dignity and fairness, compassion and respect.

Underpinning each of these principles is the need to build trusting relationships with those with whom we work, improving communication, strengthening the voice of individuals and working co-productively to design and deliver services and interventions. This must include communicating with people in a way that is accessible to them, and co-designing services so they are accessible to all regardless of disability or any other protected characteristic.

1.2.3 Child and Family Services

1.2.3a Key challenges for Child and Family Services during 2016/17

- Putting children's and young people's voices and experiences at the heart of how we plan and improve our service
- Placing each child at risk at the centre of everything we do; with a focus on their safety and well-being outcomes
- Effective and timely safeguarding, protection and quality of service to the most vulnerable children in Swansea
- Achieving excellence in social work through a skilled, trained and professional social care workforce and effective organisational structures
- Working collaboratively in partnership with families, other professionals, and carers
- Reducing the number of looked after children by achieving permanence at the earliest opportunity
- Continuing to deliver on budget savings strategy and performance targets

1.2.3b Summary of progress achieved

Child and Family Services continue on a sustained improvement journey.

Implementation of the Social Services and Well-being (Wales) Act is being delivered through a strong programme of change management and training, underpinned by the Signs of Safety, a strengths-based, solution-focussed Practice Framework.

Swansea is increasingly being recognised as a centre of social work excellence through the implementation of the Signs of Safety Practice Framework and as part of developing an 'optimal' model for Child and Family Services underpinned by a Safe LAC reduction strategy. As a result, Swansea Children Services is demonstrating how sustainable children services can be delivered as part of the means by which we meet the Social Services and Well-being and Future Generations Act requirements.

1.2.3c Swansea's Vision Optimal Model for Children & Family Services

"Swansea's vision for the delivery of Family Support Services across the Continuum of Need is that through early identification of need and early intervention, targeted services working with a whole family approach will empower families to problem solve, build resilience and sustain change. The services will be delivered through collaborative multi-service and multi-agency working, supported by co-location and shared ICT systems, in a proactive, timely way to prevent escalation of need and to de-escalate existing need."

How we Support Children and Families in Swansea

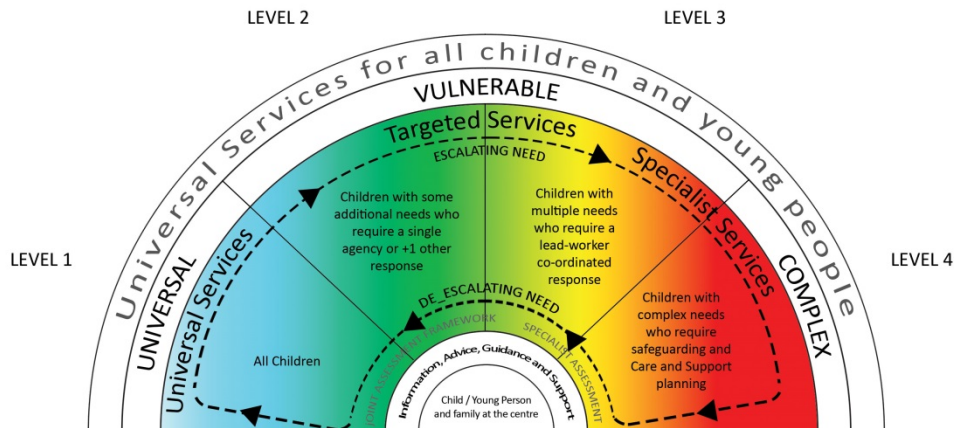


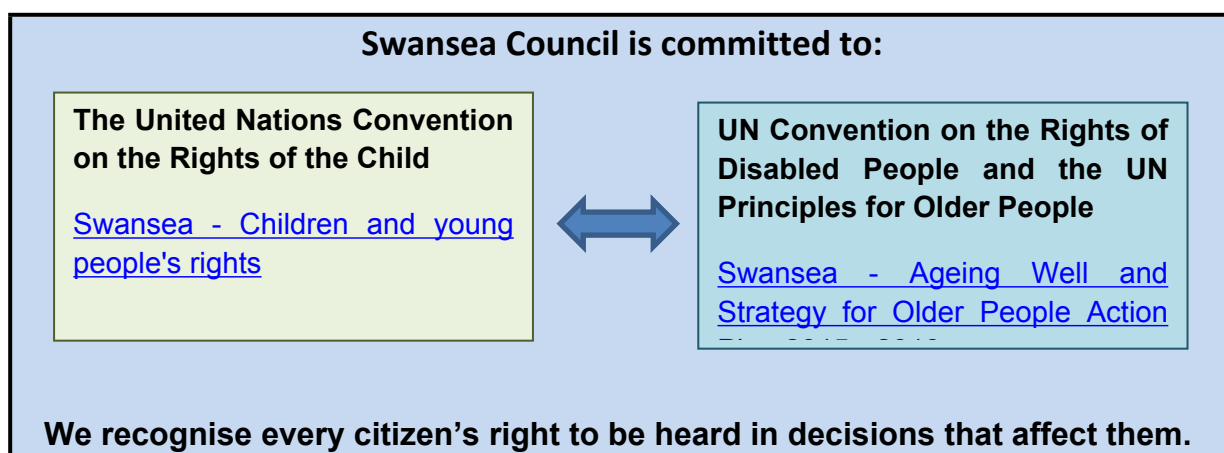
Figure 2 Continuum of Need:

Children and young people's needs vary on a continuum as shown in the diagram above. Children, young people and families can therefore access a continuum of services that reflect their needs. Support might be from family or friends and services that are available to everyone such as education, health, police, community organisations, charities, religious groups or from the third sector. If there are additional or multiple needs then a targeted early intervention and prevention service can support. Or it might be that children, young people and families need specialist support from Child and Family Services.

By providing the *right intervention at the right time* we can help families to prevent needs from escalating. Where it is clear needs are escalating, we will ensure that families move up the continuum to receive the co-ordinated support necessary to meet their needs, (a 'step-up' arrangement). For those families who are demonstrating an ability to meet their children's needs following more intensive support, a 'step down' arrangement, to an appropriate level (and eventually to universal services if possible) would be followed. By maintaining a focus on the child we want to make sure that there will always be someone who is able to identify when things are not going well for them and know what to do and where to get help or advice about possible next steps.

1.3 How people are shaping our services

Swansea Council was the first local authority in Britain to sign up to the United Nations Rights of the Child and as a City of Sanctuary.



Swansea Council actively encourages feedback from individuals and families as part of our Model of Practice and Service Delivery

- By placing each child, vulnerable adult or carer seeking care and support at the very centre of how we work.
- By actively listening and working closely with families using Signs of Safety, person-centred and solutions-focused approaches, our social workers are helping children and adults to shape their own care and support plans
- By helping people to define their own outcomes- to achieve a safety plan and to agree on their well-being outcomes.

We also work in a range of partnerships, and this report shows how we are building an integrated model of health and social care with colleagues in ABMU Health Board, and through the Western Bay Regional Partnership. We are collaborating on more and more services for example, we have both a Regional Adoption service and Youth Offending Service.

In response to the Social Services and Well-being Act, we undertook a wide-reaching consultation exercise in order to collect a range of information about people who use our social care services and their views on well-being. This exercise helped shape the final Regional Population Assessment, published in April 2017. This Population Assessment will support future commissioning plans, and the Western Bay Area Plan, which will be finalised by the end of March 2018.

Here is the link to the Regional Population Assessment: <http://www.westernbay.org.uk/>

Within the Sustainable Swansea – Fit for the Future Transformation Programme, along with the rest of the Council, all services within the Social Services Directorate have been subject to the Council's Commissioning Review process. As part of the Council process, citizens,

carers and users of our services are involved at each stage through various consultation and engagement activity.

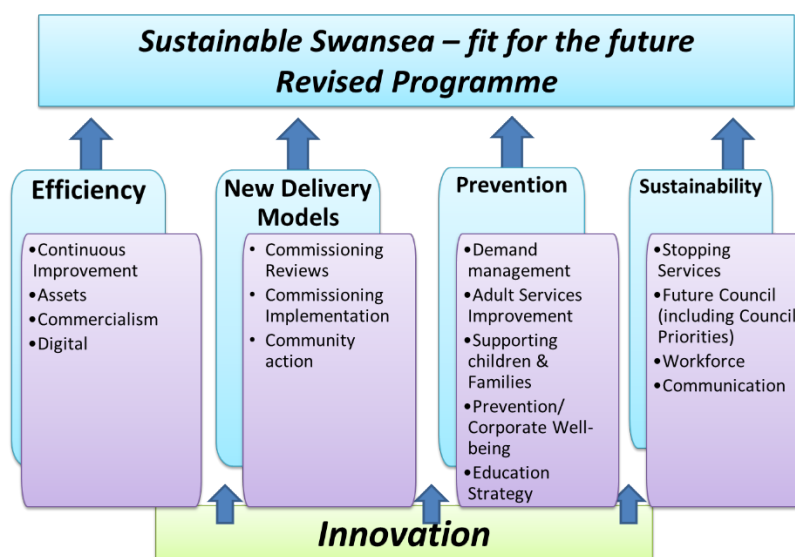


Figure 3 Sustainable Swansea programme in 2016/17

The Big Budget Conversation was the 4th annual consultation with people giving consideration to the Swansea Council's budget proposals. This included consultation with children. As part of this engagement, **75** children and young people from **12** secondary schools across Swansea had the opportunity to consider a number of budget proposals that the Council were considering. From the overall results:

87% of respondents agreed that Swansea Council should review all existing and new care packages more focussed on achieving the outcomes that matter to people, in line with the new requirements of the Social Services and Well-being Act.

Over 91% of citizens supported the aims of Swansea's Safe Reduction Strategy for fewer children to be taken into care, through preventative work, early intervention and increasing the range of help on offer.

In addition to the above, Swansea Council is trying to go beyond engagement and striving to make sure co-productive approaches are being utilised in driving service development. For example, co-production has directly shaped:

- Customer standards for Information, Advice and Assistance
- A new framework for Supported Living.



1.4 Swansea's service priorities in 2017/18:

1.4.1 CSSIW Annual Letter

In June 2017, the Director received a performance review letter from our colleagues in CSSIW, which commenced with the following comments:

"Progress on key areas for improvements and developments in the last year

In working towards the full implementation of the Social Services and Well-being (Wales) Act (SSWBA), the local authority has made good progress in its commissioning reviews of disability services, domiciliary care and day services. Its review of residential care services, however, has not been able to be fully progressed.

These reviews of commissioned services are to ensure the local authority implements the SSWBA and focuses on outcomes for people in receipt of those services.

The Local Authority's relationship with its partners through the Western Bay regional collaborative is helping to support the changes necessary to respond to the SSWBA, and the Well-being of Future Generations Act. It is not clear how the work of the regional collaborative in respect of carers and safeguarding is improving outcomes for people in Swansea, or assisting the local authority in achieving those outcomes".

This feedback from CSSIW will help to inform our service delivery priorities for 2017/18.

1.4.2 Swansea service priorities for 2017

- **Practice and delivery** - implement new ways of working so that children, young people and adults have an even stronger voice in what matters to them, and their services.
- **Safeguarding** - we will review our current safeguarding arrangements, and implement changes to team and governance structures

- **Regional Partnership** - we will strengthen the regional arrangements to meet future direction of travel and drive integration of health and social care
- **Workforce** - we will develop a workforce strategy to meet future needs and professional development
- **Commissioning** - through co-production, to remodel our domiciliary care provision take forward new model for residential care services and domiciliary care in Adult Services and to develop the Direct Payments and advocacy offers across the whole service
- **Carers** - we will set out how we intend to improve support to carers
- **Performance** - implementing WCCIS to better manage information that can help evidence the impact of preventative and managed care and support services, and to identify future trends

PART TWO: IMPROVING WELL-BEING OUTCOMES OF THOSE WE HELP

Since the Social Services and Well-being (Wales) Act came in on the 6th April 2016, staff have been working hard to ensure that new approaches are being implemented and fully embedded within how we deliver Social Services, and within the Council's approach to promoting people's well-being.

We are asking people who contact us for information, advice and assistance about "what matters" to them. This is about giving people, adults, children, young people and carers, their voice within the decisions that most affect them; and to ensure they have control over their lives.

We want to support people to achieve their own identified well-being outcomes, ensuring the right care and support is available to our most vulnerable citizens through co-producing with them the best possible solutions.

Below is a summary of our performance in promoting and improving the well-being of those we help; how we have aligned Social Services and Council's approach and priorities to meet each of the **six National Quality Standards**.

The report on six quality standards, where possible, makes use of the following themes that are common to all:

- How well we are working in partnership with other organisations, to achieve well-being
 - How well we are engaging citizens, and the impact this has had
 - How well we are investigating and responding to complaints, and to feedback from any inspections
-

- How well we are using performance data, to better understand the service and needs of the local population
 - How well we are setting priority objectives for the next 12 months, and why these have been chosen
-

Each section shows results in the key performance measures for 2016/17, including the new qualitative and quantitative indicators. Qualitative measures will show a picture of people's experience of social services. Quantitative measures can highlight activity and demand information, and the balance of care and support services provided to people in need in our area in the year.

NATIONAL QUALITY STANDARD 1

2.1 We are working with people to define and co-produce personal well-being outcomes that people wish to achieve.

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures: (see Appendix 1)

Quantitative Measures:

- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year = 86.39% (NEW)
- The percentage of assessments completed for children within statutory timescales = 82% (NEW)

2.1.1 What did we plan to do last year?

In last year's Annual Report, clearly the implementation of Social Services and Well-being (Wales) Act was a key priority. We had to ensure that each person at risk, and carers are at the centre of everything we do, with a real voice and control in shaping their care and support to focus on their own safety and well-being outcomes.

In order for people to determine the outcomes they wish to achieve, and for them to make informed decisions about how best to manage their well-being, we have had to develop a clear approach within the Council so that information and advice

relating to well-being services and assistance is made available at the right time in the right place.

Within Social Services, we needed to meet our statutory requirements to have a robust, professional Information Advice and Assistance (IAA) Service. Prevention and early intervention are key activities in terms of promoting well-being, managing demand and building a sustainable approach to service delivery across the whole Council. In Children Services, the establishment of the Information, Advice and Assistance service has been a natural extension of our well established 'warm' front door arrangements within which families and professionals are already well used to seeking advice from skilled practitioners. In Adult Services, the Information, Advice and Assistance service builds upon the now established Common Access Point for citizens and professionals seeking health and social care support. By providing a multi-disciplinary response, we are now better able to triage the requests for information, advice and assistance ensuring that citizens are better able to get proportionate assistance from the right person at the right time.

When children and young people have high needs we still aim to help families to find solutions utilising their own strengths so that children remain safe and achieve their well-being goals. Interventions focus on building individual, family and community resilience so the children, young people and families are better able to deal with future challenges. We continue to further embed our Signs of Safety practice across the service and the most obvious measure of the success of our approach is the continued safe reduction in the number of children becoming or remaining looked after. Where children do need to be looked after they are more likely to remain living within a family in or close to Swansea and far fewer children are having to be looked after in more institutionalised care settings.

Genuinely putting children at the heart of everything we do is an explicit requirement of our Signs of Safety Practice Framework. Evidence to support that this is happening in practice includes the increased number of children seen alone as part of an assessment, the increase in evidence of direct work contained in children's Social Services records and the increased participation of children and young people in their looked after reviews, including actually chairing the review.

We have also sought to develop how we offer Direct Payments. A Direct Payment is a monetary payment made directly to individuals assessed for their eligible care and support needs, and to carers with support needs. The benefit of a Direct Payment to an individual is that it offers them greater voice and control over how their care needs are met. This year we have brought our Direct Payments Service in-house and the focus has been on establishing a clearer strategy on how the

development of that service can contribute to us supporting individuals with more complex needs to find innovative solutions to achieving their well-being outcomes.

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

Information, advice and assistance

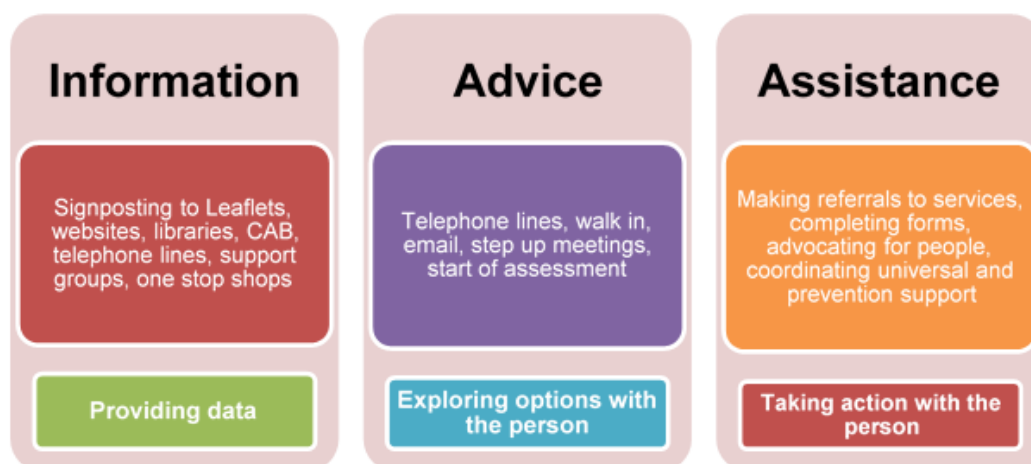


Figure 4 Information, Advice and Assistance service

In Swansea, the Information, Advice and Assistance service (IAA) promotes early intervention and prevention to ensure that people of all ages can be better supported to achieve their personal outcomes, and explore options for meeting their care and support needs. Our IAA is now be considered as a preventative service in its own right through the provision of high quality and timely information, advice and/or assistance to citizens. Swansea's IAA - Guidance for Practitioners explains our Social Services offer in more detail.

Within Adult Services, the **Common Access Point (CAP)** managed **89%** of all enquiries. Of these enquiries completed at CAP, those people who required Info/ Advice = 68%; and those people who were signposted to another service= 32%.

Promoting independence

Signs of Safety is an innovative strengths-based, safety-organised approach to child protection and family casework; one grounded in partnership and collaboration. This practice model explores strengths and risks around the vulnerable child in order to plan their safety, stabilise the situation and build resilience within the family. Using the Signs of Safety Framework we support families to identify and draw upon their own strengths making use of naturally connected resources within the extended family network, friends and the wider community. We also have strengthened our service offer across the whole continuum of need (See Fig2, p8) ensuring that as part of our work with children and

families we can assist them to draw upon the right support, from the right person, at the right time. Over time, this should help achieve one of the aims of the Social Services and Well-being Act to increase the availability and effectiveness of more preventative services and reduce reliance on statutory and more specialist services. In Swansea, despite a reducing number of looked after children, the numbers of children subject to a child protection plan has remained stable as has the number of children in need of care and support. We expect the latter to reduce over time.

Within Adult Services, a new practice framework is emerging using Signs of Safety principles, solutions-focused thinking and person-centred practice. This framework forms the basis for Adult Social Services working collaboratively with each individual, their family or carer and partners to agree safety or risk plan, and how managed care and support can achieve the well-being outcomes agreed with the person or carer.

Swansea has worked with local authority and health board partners, along with the third sector across the Western Bay region to establish a collaborative Optimal Model for Intermediate Care Services. This optimal model is designed to support timely access to health and social care interventions that prevent or delay recourse to institutionalised forms of health and social care, reduce unnecessary recourse to hospital admission, support citizens to remain safe and well at home, enable more integrated health and social care pathways which promote reablement and recovery. The level of integration achieved in Swansea to date is significant. Rates of recourse to residential care have stabilised, delayed transfers of care from hospital are proportionately lower per population size and number of citizens achieving a successful reablement outcome has exceeded target. However there is concern that the increase in the number of overall domiciliary care hours now having to be provided in Swansea has rapidly increased and to an unsustainable level. This latter suggests that our implementation of the Optimal Model has had unintended consequences which will need to be the focus of improvement activity next year.

Assessments

All Child and Family assessments are based on the new National Assessment Framework, although the amount of information gathered varies according to the needs of each child or young person in need of managed care and support. In implementing the new arrangements there has been a small decline in performance against timescales. This will be a target for improvement as will performance in relation to review timescales.

A “What matters” conversation forms the basis for a new assessment process within each of the remodelled front doors IAA service and within social work teams.

Again as part of the regional Western Bay Health and Social Care Programme, there has been considerable focus on establishing outcome-focussed assessment processes within health and social care as part of our arrangements to best support the recovery and progression of citizens with complex mental health and learning difficulties. There is a commitment in Swansea and across the region to ensuring that when specialist services are

commissioned to support individuals with complex needs, there should be an explicit expectation that those services are delivered effectively to support those individuals to achieve their identified outcomes, enabling them to safely live more independently. This is another example of where doing the right thing has an added benefit of being more cost-effective. Whilst there have been significant numbers of individuals reassessed under this more progressive approach to date, here remains considerable work to do in this area before we can be confident that all citizens are receiving a proportionate and enabling package of care. Current levels of expenditure on potentially unnecessary institutionalised forms of care is unsustainable and undermining our capacity to develop a better service offer lower down the continuum. This will remain a priority for improvement in the coming year.

Voice in decisions

Swansea is evolving a shared language and common approach that is both strengths-based and solution-focused, using the latest evidence-based practices. This consistency in approach provides people and families with a proportionate response regardless of their level of need and the services they are receiving. People have their own story and professionals are more likely to be aware of the care and support already offered. By building up the person or carer's understanding of their situation, and what assets they already have, people and families have a stronger knowledge base to manage their situation, assess any additional care and support needs and take informed decisions.

At a more strategic level our ambition to genuinely co-produce new service innovation is best evidenced through the co-development of quality standards for our Information, Advice and Assistance Service and the co-production of a new Supported Living Framework. The latter has been submitted for a national award as an example of best practice.

Dignity and respect

Both the established Children Services Signs of Safety Framework and the developing Adult Services Practice Framework set out an explicit value base which genuinely puts children, families and citizens at the heart of everything we do. The number of compliments received throughout the service is at unprecedented levels and probably best evidenced by examples which include parents feeding back positively on their experience of child protection case conferences or bereaved relatives writing to thank our staff for their compassion and support during the most difficult of times.

Control

Swansea is implementing the national well-being directory, DEWIS CYMRU so that people can access information directly from our website in order to access a wider range of well-being care and support services. This national system, implemented

locally, is expecting to build in important links to the Family Information Service and third sector's Infoengine directories. These developments are a part of an overall approach to providing information, advice and assistance that fits with the Councils approach to Corporate Contact, the 'warm' front door to children services and the Common Access Point at the front door of community-based health and social care services.

Healthy lifestyles

Swansea has a good range of universal services across the whole sector to ensure that adults can access support to keep active, stay healthy, keep informed about and engaged in their local community. We aim to ensure that universal services are more accessible and responsive to those people who are more vulnerable, who may have care and support needs, to ensure that no matter how complex a person's needs are, they are able to access services which will enhance their health and well-being e.g. leisure services, libraries and community groups. The Council's People Directorate promotes a joined-up approach to well-being and commissioning services to help vulnerable people avoid loneliness and social isolation.

Again as part of the Western Bay Health and Social Care Programme, Swansea has invested heavily in establishing a growing network of Local Area Coordinators. These are staff embedded within communities helping potentially vulnerable citizens to make connections with other individuals and with local community services and to develop their own strategies and solutions to achieve their well-being outcomes. Early evaluation of this preventative approach has been positive and evidence of less reliance on more intensive statutory intervention across the whole of the public sector is emerging. This is helping to make the case for partners to invest in the approach and our ambition remains to extend this approach across the whole of Swansea and hopefully the region.

Self-directed care and support

Over **300** people in Swansea received a Direct Payment to manage their own care and support. Swansea has a Promoting Independence Team working across all the teams in the city. The Team can give a potential service user full information concerning Direct Payments so that they can make an informed decision. They can set up payroll accounts when employing an Independent Living Support Assistant (ILSAs) and a set of bank accounts in order to manage and track expenditure. The Team also helps support recruitment of ILSAs, support interviewing, and carry out DBS checks and follow up references. They also set up Employer Liability Insurance, review Direct Payment accounts and help the person to tackle any issues that may arise.

This is an area for future development as the extent to which individuals with more complex needs are utilising Direct Payments as a more innovative alternative to traditional packages of institutionalised care is more limited.

Advocacy

Swansea wants people - children and adults - to feel that they are an equal partner in their relationship with practitioners. Any person who is contacting the Information, Advice & Assistance (IAA) service can invite someone of their choice to support them to participate fully and express their views wishes and feelings. Whilst support can be sought from a valued member of the person's circle of support e.g. friends, family or wider network. Any practitioner working for the IAA Service will identify whether there is a need for advocacy from the first point of contact. All practitioners in the IAA service have been trained and are suitably skilled to recognise when someone may benefit from an advocate and will take action to ensure that these people are fully supported.

Children Services have pushed forward with establishing arrangements with our commissioned advocacy provider to ensure an active offer of advocacy is made to all eligible children. This is in advance of the new national arrangements for advocacy which are expected to be implemented next year. The rate of take up of advocacy remains lower than that anticipated by the national group. This is an area to be monitored when the national arrangements are implemented particularly as those national arrangements require additional financial investment.

Seamless care and support and Multidisciplinary working.

People who require 'managed care' need additional, often temporary, support to achieve their well-being outcomes. This builds on the support that is available lower down the continuum of need described in the Adult Services Optimum Model. In partnership with Abertawe Bro Morgannwg University Health Board, the Council's Adult Social Care Services are responsible for jointly commissioning or providing a range of services which are geared towards helping people retain or re-secure their capacity and independence wherever possible enabling them to achieve their personal well-being outcomes. Frontline Teams are organised around multi-disciplinary working, including the 3 Integrated Hubs for older adults, Community Mental Health Teams and Community Support Teams for people with learning disabilities. The design and development of integrated care pathways support early identification of risk, targeted interventions, rehabilitation and reablement. The level of integration in Swansea is greater than anywhere else within the region. There have been tangible benefits for citizens of more seamless and less confusing access to health and social care support, however there have also been unintended consequences such as the rate of recourse to community-based services particularly for social care which has increased far in excess of that which was forecast based on demographic and other information. This may indicate that the system is running hotter not better. This will be a focus for improvement in the next year.

Further examples of where progress has been made:

- **Stronger Rapid Response** - A swift and well-co-ordinated response to an individual's needs at the time of crisis. The range of services include the availability of a responsive out-of-hours community nursing service, rapid allocation of community equipment and "crisis intervention" domiciliary care service together with remodelled respite services.
- **Improving Intermediate Care** - supporting effective planning and discharge from hospital, a variety of services "between hospital and home" are supporting individuals to return to as much independence as possible. Interventions include district nursing; therapy (from a range of different therapists); reablement-based domiciliary or residential intermediate care; continence services; and dementia care coordinators.
- **Better Hospital Transfer Co-Ordination** - A proactive and multi-disciplinary Hospital Social Work Team has not only improved hospital discharge arrangements, but also out-of-hospital care, and this is making a significant difference to the ongoing need for formal care and support services that an individual requires.

Families across Swansea are benefitting from recently launched Domestic Abuse Hub, which started as a pilot project in 2015. This is the first service of its kind in Wales, aimed at tackling domestic abuse. The Hub provides a whole-family approach to ensure that children, young people and their families feel safe, not afraid, now and in the future, by ensuring they are being supported by the right people at the right time, so that they get the help they want and need. The Domestic Abuse Hub brings together Swansea Council and its partners in health, police and the third sector to help children and families experiencing domestic abuse or escalating relationship problems.

We have also co-produced with young people, care leavers and a third sector provider a new 16+ service. This new service is an example of an innovative commissioning approach through which third sector providers were invited to tender for a service, a part of which included a requirement for that provider to set out what additional funding they would be able to bring to a newly established joint third sector/ local authority service designed to support young people at risk of homelessness, demonstrating risky behaviour or vulnerable to concerns such as child sexual exploitation and care leavers. Barnados successfully won the tender. The new service is co-located with other young people services delivered through our Info-Nation one stop shop. The ambition is that for a young person accessing the 16+ service they would not be able to distinguish whether their support was being provided by a Barnados member of staff or a local authority employed social worker. The focus is on making sure the young person gets the right help, from the right person, at the right time. Successes of the new approach and the further joining up of other accommodation services include that no young people are now ending up in bed and

breakfast accommodation and that we anticipate that a number of young people including care leavers will be supported to achieve apprenticeships with the Council next year.

Measuring impact

By working co-productively to define well-being outcomes within care and support plans, remodelling services to achieving change, and reviewing against well-being outcomes, Swansea is better placed in managing demand for services within the Optimal model.

Some areas of impact are

- Achieving well-being outcomes and measures within population groups
- high quality services for those who need them
- rebalancing system towards prevention and early intervention
- improve within the relevant performance measures and targets

Child and Family Services have a mature performance management reporting framework that evidences the shift from an over reliance on intensive, high levels of care and support to a more risk sensible, preventative approach where children and families are receiving the right support, from the right person, at the right time as part of our established Safe LAC Reduction Strategy.

Adult Services has now developed an equivalent performance framework which goes well beyond the traditional approach of similarly monitoring statutory performance indicators. This performance framework is necessarily more complex than that which is in place for children services, not least because of the scale and variety of adult services but also because of the interdependence with health systems. A focus of improvement activity for next year will be in ensuring that the rich performance data now being generated is being used to best effect to drive improved performance, further service development and the delivery of our strategic objective of delivering a sustainable model of adult social care.

Alongside all of the above Swansea remains committed to playing its part in the national implementation of a shared health and social care information system WCCIS. Within the Western Bay Implementation Plan, Swansea anticipates being in a position to sign the deployment order next year.

Paying for care and charging

Among the key drivers behind the Social Services and Well-being (Wales) Act 2014 is to have one set of financial assessment and charging arrangements, and therefore to ensure greater consistency transparency within these arrangements to the public. Swansea Council's Charging Policy (Social Services) was approved by Cabinet in April 2016. There is a robust

process in place for the annual review of the schedule of charges to update public information.

2.1.4 What are our priorities for next year and why?

In addition to the improvement objectives highlighted throughout the report, all of our strategic priorities for next year link to our incremental implementation of the optimal models for the delivery of sustainable, more prevention focussed, safe children and adults social care. Through doing so we will continue to better meet our responsibilities under the Social Services and Well-being Act and the Well-being of Future Generations Act.

The details of next years' improvement activity are set out within the Adults and Children Services Improvement Plans. However the following are some of the headline priorities:

- To further develop the integrated Common Access Point (CAP), supported by multi-disciplinary team support and third sector brokerage, for the provision of information advice and assistance to adults and carers
- Swansea to continue to populate the DEWIS CYMRU Well-being Directory with a launch to citizens planned towards the end of 2017/18
- To implement recommendations from the Council's commissioning reviews into Family Support including services for under 11's, over 11's and children with disabilities and in relation to adults, the reviews of domiciliary care, residential care and day services
- To finalise the Adult Services Practice Framework
- To implement the reclaiming social work model in Children Services
- To continue to support the regional Western Bay Health and Social Care Programme, the further development of which will now be informed by the outcome of the regional Population Assessment
- To further embed and make use of the new Supported Living Framework
- To formally launch the new 16+ Service and Domestic Violence Hub

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

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures: non specified within this standard

Quantitative Measures:

Rate of delayed transfers of care for social care reasons per 1,000 of population aged 75 or over = **5.81** (5.75)

Percentage of adults who completed a period of reablement and:

- Have a reduced package of care and support = **67%** (NEW)
- No package of care six months later = **27.7%** (NEW)

Average age of adults entering residential care homes= **82.62yrs** (NEW)

The percentage of children seen by a registered dentist within three months of becoming looked after = **87%** (83%)

- The percentage of looked after children registered with a GP = **92%** (89.5%)

2.2.1 What did we plan to do last year?

Last year, I reported on the need to ensure that we anticipate future care and support needs that can enhance their well-being, by working in partnerships and by commissioning high quality and cost-effective preventative services.

Swansea has to provide support to citizens to enhance their well-being and to help prevent needs from escalating. Adult Services will continue to work with partners, both within and outside the Council, to promote these opportunities for prevention and early intervention, and to safeguard those most vulnerable in our communities. We expect commissioning plans to be taken forward in a way that supports a new Adult Services Model, with options for changes in how we provide domiciliary care having been consulted upon to be followed by changes to day services and residential care, using pooled budgets. Clearly we need to develop and support a skilled and motivated social care workforce as we move to transform services.

To successfully protect and promote people's well-being, we also sought to work closely with citizens, partners and carers. We have to share responsibility in order to encourage, empower and support people to take a lead in their own lives, and to manage their own health and well-being.

Within Child and Family Services, as identified within the Service Plan, the focus will also be on safely managing demand through establishing a continuum of Family Support Services, and to manage the high volume of work held within the service. Reducing demand at the front door and the number of children in need of care and support, can only happen through close collaboration, by targeting early intervention and prevention services to those families with the greatest need, by supporting early identification of complex needs, and reducing emergency placements which also impacts on placement stability.

In Adult Services, the Service Improvement Plan is taking forward a big change agenda. Important changes include focusing on a new model of domiciliary care, and to continue to improve those integrated services delivered jointly by Health and Social Care which are helping to provide better services for frail older people and reducing demand across the range of services.

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

Promoting well-being

This section is about the range of preventative services available to promote physical, emotional and mental well-being of people within local communities and through better support networks.

Social Services and our partners in Health, Education and Third sector are working closely together so that people can access a wider range of services, which enable them to maintain a good level of physical, mental and emotional well-being.

Swansea and NPT, through Western Bay Regional Partnership, are part of an emerging Local Area Coordination (LAC) movement to build wider regional connections, mutual support, shared learning and richer, more cost-effective induction and training. Swansea was the first to launch LAC, and now teams in both authorities have formed a supportive relationship.

As has already been described, the development and roll out of our Local Area Coordinator approach is at the heart of our development of a more coordinated range of prevention services outside of the managed care and support system.

Other examples of approaches that have been tested for efficacy include adult family group conferencing, facilitated befriending, promotion of social groups, minor works within housing, raising awareness of targeted scams, falls prevention work, third sector brokerage and anticipatory care planning. These are all in addition to existing third sector service

provision such as the Carers Centre some of which is directly commissioned either by the Local Authority or by the Local Health Board.

Incremental implementation of the recommendations of the Commissioning Review into Family Support Services has enable us to strengthen the continuum of Family Support Services available to children and families and better able to facilitate access to the right help, from the right person at the right time. Within the Council's Poverty and Prevention Service a dedicated Early Help Team has been established to support the needs of older young people through a more targeted prevention approach with close links to schools. The Domestic Violence Hub and the 16+ Service are other exciting developments.

Mental health and emotional well-being

Within Children Services the approach of ensuring that there is a continuum of support in place through which children's emotional and psychological well-being is promoted is as equally applicable as with any other family support type service offer. However the need to coordinate that service offer with health services and well-being support available in schools is probably of increased emphasis. The Local Health Board are in the process of recommissioning a specialist CAMHS service. The Local Authority has been working closely with the Health Board to influence the service specification and to work with health colleagues to ensure that other health services and any additional need for investment or specialist input to emotional well-being services lower down the continuum is in place. This remains a work in progress and will be incorporated into the Western Bay Health and Social Care Programme going forward.

There are a high number of referrals into Community Mental Health Teams, with considerable assessment activity but a much smaller number of individuals that subsequently require a care and treatment plan. This may indicate that current pathways into secondary mental health services primarily via primary care services are not working to best effect for citizens. There is a good range of services for adults accessing secondary care services in Swansea. Swansea has implemented the Mental Health (Wales) Measure and there is a whole service approach based on the recovery model.

However the extent to which the Health Board and Local Authority are ensuring that a sufficient level of well-being support is available for individuals with less complex emotional and psychological needs is less clear. Likewise, the possible tension between how the Measure fits with requirements under the SSWBA is still being worked through locally and indeed nationally. There may be an opportunity to reduce potentially inappropriate rates of referral from primary care and reinvest in more early help services that in turn could assist with the maintenance of good mental health post discharge from care and treatment. Again this will be focus of the Western Bay Health and Social Care Programme going forward.

Preventative care and support

A range of high quality, well-being services are vital in helping to reduce demand, and pressures within Social Services. This innovative work is supported by a Future Generations Board, which is chaired by the Council's Corporate Director of People.

Swansea' People Directorate has helped to ensure there is a whole system focus on population well-being, and how best services can be provided to shape well-being outcomes within targeted population groups.

For example, Swansea Council has put its full support behind the initiative to roll out Local Area Coordination.

A further example, Swansea Council are asserting greater influence through partnership arrangements, such as the Public Service Board, the Regional Partnership Board and the Healthy Cities Board, Swansea are attracting a wider range of partners to consider investment into the City Deal and Infrastructure projects which will also enhance future well-being.

An innovative network and relationship mapping approach uses data collected across all three Swansea sites. Figure 5 shows the captured interactions during the LAC implementation phase with the aim of showing how people were engaging across the community; in other words creating change beyond the direct Local Area Coordinator involvement; and how activity was progressing and being sustained. This diagram demonstrates the scale and complexity of a LAC's work- here involving 350 individuals and resources with 1,217 connections - each one unique.



Figure 5 Swansea Co-ordinators' Network

B's Story "I appreciate all your help"

B. had a lot on her plate that she needed help with. Since losing her husband, she had become extremely isolated. Her son, who is in his 50s, has a learning difficulty and alcohol problems, then admitted to hospital with a bleed on his brain. She became extremely concerned about him, and was in the process of dealing with his empty flat and a lot of his correspondence. Her daughter lives in England and calls down when she can. She disclosed to her LAC coordinator that her eyesight had gotten worse recently. She also said that she had burned herself while filling a hot water bottle. LAC helped her to access the Sensory Team who would be able to do an assessment for her and provide her with advice and additional aids to make sure she can see things better and stay safe. She also said that she would contact Spec Savers and ask them for a new eye test with the view to getting a stronger magnifier for reading.

B. was talking to the LAC coordinator about herself and her history. She had been a very popular singer and had won the Eisteddfod three times when she was a young girl. She

always enjoyed working and was a very keen Welsh speaker. She really enjoyed attending her local Church but hadn't been in a long time as she had so much on her mind. She missed her husband a lot since he passed away. LAC helped B. to attend the counselling service at the Carers Centre, after which shared what a relief it was to have someone to talk to about her problems with her son and how much it was benefiting her. She has since reported that the counsellor had helped her a lot. Her son is now living somewhere safe and where he is happy, and this is a big weight off B's shoulders. She has regained some of her old confidence and she now hopes to resume her interests.

A full version of this story is available in [Western Bay Formative Evaluation Summary Report of Local Community Initiatives \(Dec. 2016\)](#).

The development of an Optimal Model for Intermediate Care Services has been the flagship achievement of the Western Bay Health and Social Care Programme thus far. Through implementing this model including a range of acute clinical response and reablement services, we are helping to prevent the need for long term care or hospital admission.

We have improved our domiciliary care offer to focus on the care and support needed by those individuals with the most complex long term needs.

We have piloted an anticipatory care planning approach to help target support to those people that GPs, nurses and social workers are most worried about.

We have made further use of assistive technology to better enable more innovative ways of managing need in people's own homes. A more ambitious strategy for the roll out of assistive technology approaches is required and will be a priority going forward.

We have made considerable use of equipment and minor adaptations to people's homes in support of the optimal model for intermediate care and utilising additional Welsh Government grant funding.

Child and Family Services have been preparing to put in place a new reclaiming social work structure to better support the embedding of our Signs of Safety Practice Framework and to enhance the direct practice support available to frontline social workers. We expect to implement the new arrangements during 2017/18.

2.2.3 What are our priorities for next year and why?

- To ensure a good range of preventative services is developed as part of Western Bay Regional Health and Social Care Programme and through implementing Swansea's draft Corporate Prevention Strategy, a part of the Sustainable Swansea Transformation Programme.

- Implementation of a new reclaiming social work structure in Child and Family Services
- To finalise the Adult Social Work Practice Framework within Adult Services
- To respond to feedback following Joint HIW/CSSIW Inspection of Community Mental Health Team – Swansea Central

NATIONAL QUALITY STANDARD 3

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

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures - See Appendix 1 for summary results

Quantitative Measures:

Percentage of adult protection enquiries completed within statutory timescale: enquiries completed within 7 days = **89.7%** (NEW)

Safeguarding concerns -referral to Adult Services where decision is taken within 24 hours = **75%**, with a further 15% with a few days of this timescale (NEW)

Percentage of re-registrations of children on local authority child protection registers= **5.58%** (NEW)

Average length of time for all children who were on the child protection register during the year= **234 days** (NEW)

Local Measures:

The percentage of individuals for whom an adult protection referral has been completed where the subject has an active care and support plan at the end of period = **82.2%**. (NEW)

Percentage of safeguarding referrals relating to people in residential / nursing care homes where the individual had been the subject of a previous safeguarding referral = **36.8%**. (AS7 NEW)

2.3.1 What did we plan to do last year?

Swansea Council has a strong corporate safeguarding culture, a strong leadership group with representation from across the Council, underpinned by a corporate safeguarding policy, a performance framework embedded in the Corporate Plan and designated safeguarding champions in all areas of the Council.

The number of safeguarding enquiries in Swansea relating to neglect of vulnerable adults within social care provision was relatively high and Swansea intended to improve local audit

and monitoring arrangements as a basis for taking forward improvements, whether identified locally or regionally through the Western Bay Safeguarding Adults Board.

Within Child and Family Services, our focus remains on continually improving the way we organise our work with children in need of managed care and support. We are looking towards the next stage of implementation of our Signs of Safety Practice Framework, to continue to improve social work practice whilst ensuring that children and families continue to access the right support, from the right person at the right time through having a continuum of available family support services. We expected to have fewer children becoming looked after but where they do need to do so, more would be placed in families, fewer in more institutionalised care settings and more placed within or close to Swansea.

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

Safeguarding

Safeguarding our most vulnerable people is identified as the number one priority of the Council and this is reflected in the revised Corporate Plan and policy commitments. Likewise, the delivery of effective safeguarding is a key priority in the service plans for statutory children's services and adult services. We adhere to the All Wales Child Protection Procedures, National Assessment Framework and operate within the value base and framework of the Signs of Safety approach (Child and Family). In partnership with the Institute of Public Care, Adult Services are developing a practice framework to underpin all social work activity.

Performance across the full range of services, is monitored within the Council by the Corporate Safeguarding Board, the Corporate Management Team, through Scrutiny and within the regional Western Bay Safeguarding Boards' performance management frameworks.

Over the past few years Swansea has developed a strong, corporate safeguarding culture, built upon an "Everybody's Business" approach. This has been very successful in promoting awareness and responsibility across the Council with a safeguarding lead in all service areas, and a mandatory safeguarding programme for staff and Elected Members.

In Children Services, process and practice, incorporating the Signs of Safety Practice Framework whilst adhering to the prescriptive requirements of the All Wales Procedures is strong. The requirement to report against national performance indicators and the established mechanism for reflective learning

embedded in child practice review processes provides considerable reassurance about the effectiveness of children's safeguarding work in Swansea.

In Adult Services the level of prescriptive national guidance is far less but currently subject to review post SSWBA. There are fewer national performance indicators and the Safeguarding Board arrangements less mature. In striving to embed the principle that safeguarding is everyone's business, Swansea moved away from a dedicated safeguarding team and placed decision making responsibility with seniors and managers throughout the service as per any other case management function albeit retaining a strategic safeguarding lead function responsible for the health of the whole system. The combination of all the above factors means that it is hard to have sufficiently robust organisational intelligence grounded in contemporaneous performance data to be confident that safeguarding interventions are always timely and proportionate. The development of a suite of local performance indicators to supplement any national requirements and a review of the need to re-institute a central, but perhaps reconfigured, safeguarding resource will be a priority for next year.

Reviewing against outcomes

Council leaders, elected members and partner agencies in Swansea are strongly committed to being corporate parents, with a strengthening of the governance structure and work programme. Swansea Council was the first in Wales to adopt the United Nation Convention on the Rights of Children (UNRC), with plans to ensure advocacy, participation and the views of the child are at the centre of everything we do, and as the basis for future improvement to services for children young people and families.

Our participation work has a more independent focus through a Children and Young People Participation Unit. Swansea is also ensuring that more looked after children are chairing and attending their own reviews. Each of these developments are overseen effectively by Swansea's Corporate Parenting Board, which receives regular reports on the service improvement activities, as well as undertaking engagement activity with children and young people.

Prevent abuse and neglect

It is our duty, and a corporate priority, to protect and safeguard vulnerable adults and children. We have a corporate safeguarding policy and clear governance arrangements. We work closely with key partner agencies, such as Police, Health, schools, Advocacy, Women's Aid and other third sector organisations both through local arrangements and via the regional safeguarding boards. We aim to

help create the conditions through which the risk of abuse happening is minimised and to ensure where individuals are identified as being at risk of or having suffered abuse or neglect that the right care and support is arranged.

In order to minimise the risk of sexual exploitation by organised networks or otherwise we utilise our strong local and regional governance arrangements to ensure open sharing of information and intelligence. We have promoted public and professional awareness of the issue through local and regional campaigns. An extensive training and support programme aimed at all council staff, Elected Members, external providers and key groups such as taxi drivers has been rolled out. We are confident that the multi-agency response to any child identified as being at risk of sexual exploitation is robust and in line with national guidance. In order to strengthen the arrangements for intelligence gathering that might lead to a child being identified as at risk in the first place, we have appointed a senior CSE/ Missing Persons Social Worker with responsibility to constantly challenge the effectiveness of both internal and external arrangements to both identify and respond to children who may be at risk.

Rates of children being made subject to a child protection plan remains stable. We continue to experience a safe steady reduction in the number of children needing to be looked after. The population of children in need of care and support is stable albeit through our plans to enhance our targeted early help services we expect these numbers to reduce over time.

The number of adult safeguarding referrals remains relatively high including the number that do not meet the threshold. Whilst this gives some reassurance that the wider professional network and community in Swansea are vigilant, there is an opportunity to further educate some providers of services as to what constitutes an appropriate referral. The reduction of inappropriate referrals is a target for next year.

Trading Standards are supporting a prevention project started within Social Services to offer training and education to professionals working with vulnerable people around how to manage scams. This project has helped staff to spot, report as well as safeguard people from financial abuse

Managing risk

Swansea Council has been busy strengthening its corporate safeguarding governance and policy to support the “everybody’s business” approach that the Council adopted when making safeguarding the number one corporate priority.

The Corporate Safeguarding Board is co-chaired by the Chief Social Services Officer and the Cabinet Member with lead for Safeguarding.

There is a mandatory training programme in place for all Council Staff and Elected Members.

There are safeguarding leads/ champions in every Council service area who can help staff deal with issues they encounter and direct these to expert help when necessary.

Working in partnership

As required under the SSWBA, Regional Safeguarding Boards for Adults and Children have been established with new terms of reference, business plans, work programmes and performance management frameworks. Regional Safeguarding Boards are placed under a stronger statutory footing for the first time, with accountability to a National Safeguarding Board. You can link to each Board, via the regional website here: www.wbsb.co.uk.

Western Bay has further strengthened longstanding partnership working between the Councils, Health, Police, Probation and the Third Sector.

Western Bay Safeguarding Boards arranged a joint Safeguarding Conference at Liberty Stadium, as part of the All-Wales National Safeguarding Week focussed on raising awareness of contemporary safeguarding issues.

Deprivation of Liberty Safeguards

Since 2015/16, Deprivation of Liberty Safeguards (DoLS) has become a large area of work because of High Court judgements, impacting on every local authority in England and Wales. In Swansea, we have experienced a 17-fold increase in demand in this area.

Despite the limited additional funding from Welsh Government, Swansea has invested significantly to fund the additional costs of medical assessments, enhanced business and legal support and specialist training to reduce the burden on frontline staff. However capacity to meet demand remains stretched and the need for a centralised and dedicated resource to manage the DOLs process will be revisited next year.

2.3.3 Overall Progress in 2016/17

The culture of safeguarding being everyone's business is now well established across the whole of the Council. Regional safeguarding boards are now established and engaged in purposeful activity. Local governance is strong.

Operational child and adult protection work remains business as usual.

Neither performance against national indicators or feedback from child or adult practice reviews gives rise to concern about the effectiveness of practice in Swansea.

2.3.4 What are our priorities for next year and why?

Implement new procedures to deliver the safeguarding requirements of the Act – pending guidance from Welsh Government.

- To review current safeguarding structure and processes with the options for setting up a safeguarding team in Adult Services whilst promoting everybody's business approach.
- Progress all areas listed for improvement within corporate safeguarding and safeguarding adults action plans.
- Implement the reclaiming social work structure within Children Services supported care planning teams.

NATIONAL QUALITY STANDARD 4

2.4 Encouraging and supporting people to learn, develop and participate in society.

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures – see Appendix 1 for summary results

Quantitative Measures:

- Percentage of children achieving the core subject indicator:

at key stages 2 = 58% (73%)

at Key Stage 3 = 19% (42%)

- Percentage of looked after children who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements = **16.6%** (14.3%)

Local Measures:

Ave. external qualifications points score for 16 year old looked after children in any local authority maintained learning setting = **287** (426)

Percentage of eligible, relevant and former relevant children that have a pathway plan as required = **94%** (96%)

2.4.1 What did we plan to do last year?

This standard is about encouraging people to take part in society – helping people to learn, interact with others and to feel a part of their communities. Opportunity to engage in meaningful activities to learn, socialise and develop are a vital aspect of our well-being. The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It makes the public bodies listed in the Act, like the City and County of Swansea, think more about the long term, work better with people, communities and each other; to look to prevent problems and to take a more joined-up approach.

Swansea Council was an early adopter for the Well-being of Future Generations Act, and continues to push the boundaries of sustainable practice, e.g. through the Sustainable Swansea – Fit for the Future Transformation Programme. Swansea is also the first Local Authority in Wales to adopt the United Nations Convention on the Rights of the Child (UNCRC) in order to give children a greater voice.

- *Swansea Council, and through the Children and Young People Strategic Partnership Board, is committed to making sure that services have a positive effect on children and young people in Swansea and have embedded the United Nations Convention on the Rights of the Child (UNCRC) into the way we set our policies. Also to the principles of the National Standards for Children and Young People's Participation.*

Swansea has invested in a range of services that help people re-able and recover so that they are able to return to living an active and productive life.

- To give current and future generations a good quality of life we have to consider the long-term impact of the decisions we make. There is a strong commitment by the Council and partners to delivering integrated services to ensure a continued focus on prevention and early intervention - investing in the conditions, which maintain independence and support families, rather than dealing with the consequences of family breakdown and ill health. By expanding 'Intermediate Care' teams we ensure that, where possible, people can be cared for in their own homes rather than be

admitted into hospital or long term institutionalised care settings. The approach also supports those leaving hospital, helping them to settle back into a safe and comfortable home.

- We have developed Local Area Coordination (LAC), a long-term, preventative approach to supporting people, adults and children, who may be isolated, excluded or who face challenges due to their age, physical health or mental health. Swansea Councils prioritises a 'building supportive communities' to empower people to achieve their own personal well-being goals, and by recognising that individuals with care and/or support needs can be better supported in the place they live, utilising their own strengths and those of their families and communities.
- Our optimal model includes a Common Access Point Access in order that citizens have one contact number to access a 'what matters to you' conversation, information advice and assistance including signposting to for example helpful third sector services may be appropriate. Proportionate assessments and multi-agency triage is undertaken to access the most suitable response or intervention from the right person at the right time.
- We have created a rapid response service provided by the most suitable clinician (doctor, nurse, social worker and/or therapist).
- We have strengthened our response for people with dementia by ensuring a rapid response access pathway facilitated by Dementia Coordinators to assist a person with dementia that needs support from a mental health professional during a crisis.
- We have created arrangements for Step-up/Step-down Assessment - a package of intensive care and support lasting up to 6 weeks, either in a residential setting or via a community team. This is designed to maximise independence at a time of crisis where support is needed to avoid hospital admission or unnecessary recourse to long term residential care, or to speed up discharge from hospital.
- We have invested heavily in reablement services designed to help people to regain skills that they may have lost, due to hospital admission or illness. A package of care lasting up to 6 weeks which may include both health and social care interventions to address the client's individual needs.

- We have strengthened our links to the third Sector through creating a third sector brokerage approach within which a third sector representative operates as part of the Common Access Point to provide more innovative solutions and where a better alternative to statutory support can be provided.

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

Citizens are having a stronger voice and greater control over the types of care and support they receive, and carers over the support they receive.

Anticipatory Care planning is now supporting the development of integrated care, enabling proactive management of our most vulnerable residents, those people who are already known to health and social care services. Its aim is to avoid unnecessary admissions to hospital or care homes and enable people to live in their own home for longer by providing a person-centred, coordinated, and responsive service.

The integrated approach between health and social care in Western Bay has overcome challenges around joint working across professional as well as geographical boundaries. Supporting people to achieve or regain independence has been the focus of a range of high quality 'Intermediate Care' services so that, where possible, people can be cared for in their own homes rather than be admitted into long term residential care or hospital. This partnership approach also supports those leaving hospital, helping them to settle back into a safe and comfortable home.

Social isolation.

Whilst remaining at home is the preferred option for many, the experience of social isolation can have a detrimental effect on their health and well-being. Swansea aims to promote social inclusion opportunities, and to support people to do the things that matters to them to achieve their personal well-being outcomes, whether that be to learn new skills, develop new interests, study for a qualification, or join a new social activity.

Citizenship

We actively encourage people to be full members of society, in the way that they determine for themselves, which can help reduce their social isolation and to promote independence. One of the requirements of the Social Services and Well-being Act is that we work with partners, including Education and the Health Service to broaden the well-being offer to citizens and those most vulnerable.

Advocacy

By listening to voice of the carer and cared for, ensuring they have control over planning their care and support plans and by offering early intervention and support, we believe that we are achieving better outcomes for children, young people, adults and families. Swansea are looking to increase access to the many forms of advocacy and citizen representation through a regional and partnership approach. Advocacy for Children is a particular focus, and we are on track to meeting our obligations under the new national framework next year.

2.4.3 What are our priorities for next year and why?

- Implement the anticipated new national arrangements for advocacy for children
- Continue to develop a cross directorate peoples approach to the commissioning of services embedding coproduction principles.
- Extend the coverage of local area coordination across Swansea
- Increase capacity in our step up/ step down and reablement services
- Further embed the what matters to me approach within assessment processes

NATIONAL QUALITY STANDARD 5

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

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures: see appendix 1 for summary of results

Quantitative Measures:

- The percentage of children supported to remain living with their family = **71.5%** (NEW)
- The percentage of looked after children who returned home from care during the year = **17.7%** (NEW)
- The percentage of looked after children on 31st March who have had three or more placements during the year = **7.07%** (Last Year = 10.8%)

2.5.1 What did we plan to do last year?

The section is about supporting people to achieve safe and healthy relationships at home, in their own communities and with people they are closest to. In particular we want to support children, young people, vulnerable adults and carers to be socially included and valued.

Support to families

Building on learning from the regional Integrated Family Support Service (IFSS) in working with children and families affected by substance misuse across the Western Bay, Swansea is developing the continuum of need looking to maximise the 'Added Value' of all family support services targeted at those children in need or at risk of needing managed care and support.

As mentioned earlier a Single Point of Entry to our Early Help Services allows professionals to provide consistent information, assistance and advice and allows individuals, families and professionals to broker in the right help, from the right person at the right time. To date this approach has been embedded most successfully within our Domestic Hub arrangements. The learning from the success of the Domestic Hub will help shape the future arrangements within over 11's, under 11's and specialist Children with Disabilities Family Support Services.

The Child Disability Review has identified three areas which require change in order to better meet the needs of disabled children, young people and their families (Play and Leisure, Parent/Carer Participation and Domiciliary Care). Children Young People Families and partners are taking part in the formal 'Have your say' consultation events. Feedback from that consultation will help shape service development next year.

Options being considered are to expand our early help Team Around the Family (TAF) offer within Schools, for example to all primary schools and to develop a TAF in Health model.

The conclusion of a pilot of a Family Well-being Team (FWT) will further inform plans to ensure that early help services are best placed to support potentially vulnerable children and families to be supported without recourse to statutory care and support.

Ty Nant, Swansea Council's own Children's Residential Care Service, gained positive feedback for its excellent work with children and young people in need of a temporary looked after placement. The most recent inspection report of this service made regular mention of how well the young people were involved in the decisions that affect them (Article 12 in the UNCRC) despite their often challenging circumstances.

Swansea is rightly proud of the work undertaken to produce the I Am Me: Handbook for Social Workers: Helping Children to Understand Their Life Journey, the author of which (a Swansea social worker) received a national award for outstanding practice.

The Western Bay Regional Adoption Service has been established since February 2015 and has been successful in recruiting new adopters and placing children with adopters. For example, in 2016/17 there were 65 children placed and 45 new adopters approved (figure as at February 2017). This is significantly improved performance compared to the historic, three individual local authority adoption services within the region.

Using Intermediate Care Funding, a new regional project was launched to undertake outcome-focused assessments for children with complex needs in managed care services across Western Bay. This builds on the successful work undertaken with adults with complex needs. This strengths-based approach that helps support vulnerable adults to progress to achieve greater independence building up their skills and confidence is being piloted with a small number of

children to assess the strengths and weaknesses of the methodology for a younger age group.

A pilot project was funded by the Intermediate Care Fund which aims to minimise the effect on ethnic Chinese children with Autistic Spectrum Disorder (ASD) by improving the understanding of autism within the Chinese community and supporting families with ASD to access to local service providers. A number of ethnic Chinese older people have received information posted to households and information posted on a forum and some are already reporting a better understanding of autism.

The Intermediate Care Fund has enabled City and County of Swansea to finance adaptations to the home of a foster carer in order for them to be able to offer short breaks to children with complex physical disabilities. Funding has also paid for training of Social Services staff in trauma recovery and positive behaviour support to enable better support to be provided when working with children with learning disabilities and complex needs. Our staff are now better equipped to build up the skills, confidence and resilience of parents and carers when managing the complex behaviour of their children.

Care Leavers

As highlighted previously, we have co-produced with young people, care leavers and a third sector provider a new 16+ service. In co-locating the Council's care leavers and 16+ services with other young people services delivered through Swansea Info-Nation one stop shop means there is a greater range of advice and assistance which is now more accessible and effective.

A young person accessing the 16+ service does not need to distinguish whether their care and support is being provided by a Council social worker, or Barnardos member of staff. The future priority is to make sure the young person can get the right help, from the right person, at the right time. Successes of the new integrated approach, and the further joining up of other accommodation services, are expected to ensure that no young people are now living in bed and breakfast (even temporarily) and that we anticipate that a number of young people including care leavers will be supported into learning opportunities and to achieve apprenticeships with the Council next year.

Support available to adult carers

We recognise the essential contribution that carers make to the well-being and safety of some of Swansea's most vulnerable citizens.

All Swansea adult and young carers have the right to an assessment of their support needs setting out what matters to them to maintain their well-being. The assessment must focus on their needs and concerns, not just as a carer and is entirely separate from the assessment of the person for whom they care.

For the majority of carers, the support requested and provided is for advice and assistance linked to their caring role. Swansea has a Carers centre with dedicated and appropriately skilled and knowledgeable staff well placed to undertake a proportion of carer's assessments. As well as providing information, advice and assistance, the centre also provides direct support in relation to benefits, and services are free and open to all carers.

Support to young carers

A young carer is someone who takes responsibility for a parent - who may be ill, disabled, elderly, experiencing mental distress, affected by substance misuse, or may be someone who has substantial responsibility for caring for a sibling. They are themselves potentially vulnerable and are entitled to an assessment of their needs. Swansea is currently supporting around 30-60 young carers at any given time. This is likely to be a significant underestimate of the number of young carers who may benefit from additional support. It will be a continued priority to increase the number of young carers and their families who feel confident to request support. Likewise to increase the vigilance of professionals in identifying a possible need for support and encouraging the take up of both an assessment and use of available support services.

In delivering support to young carers, Swansea makes use of the Wales Young Carers Toolkit: <http://youngcarerstookit.co.uk/> . This national toolkit is aimed at professionals across Health, Education and Social Services, who are identifying, and have contact with young carers and young adult carers.

Our young carers can access information, advice about all aspects of being a carer, direct support to their role and benefits and importantly opportunities to have a break from their caring responsibilities, to fulfil their own well-being needs and to link in with other young carers. This year Swansea held a young carers' event to gain views about how best their support needs can be met, and their views will inform future commissioning plans.

In recognition of the priority that the Council and all our partners should make to supporting young carers, Swansea has recently appointed a Councillor Champion for Young Carers.

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

Swansea has an active community and voluntary sector providing services to carers and older people.

- The Healthy City Partnership has produced a directory of services that are available to the community and GP practices use it to signpost patients for support.
- Swansea's Ageing Well Plan and Independence of Older People Strategy 2015-2020 is being delivered by the Ageing Well Steering Group and ensures a partnership approach to the well-being of people aged 50+. It has the following priority areas: Health and Support, Finance, Getting Out and About and Social Activity.
- The City and County of Swansea signed the Dublin Declaration on Age Friendly Cities and Communities in Europe in February 2014. The World Health Organisation has produced a checklist for those who wish to make their city more age friendly. Within the self-assessment process older people are involved in describing their own experiences of the city's positive characteristics and barriers.
- Swansea has also developed a team of Local Area Coordinators, now covering much of the city, whose role is to promote relationship building and connections between citizens, local services and the wider community.
- Swansea has a strong Domestic Abuse multi-agency partnership with clear, formalised arrangements for service delivery. It is a strategic priority for both the Public Service Board and the local authority, and training is being rolled out across the Council. The Domestic Abuse Hub provides support and assistance across the continuum of need. Swansea is now a White Ribbon City – awarded for its work to end male violence against women.
- Within Mental Health Services there has been a strong history of multi-disciplinary working driven by the Mental Health Partnership and formalised operationally within the local Community Mental Health Teams.

This infrastructure supports delivery of the actions contained within the Welsh Government's 'Mental Health Together Strategy'.

- The Council's Scrutiny Committee has undertaken an enquiry into Child and Adolescent Mental Health Services, and reported that parents of children with emotional and mental health problems can struggle to access the right help at the right time and that there is confusion about pathways to access services and the extent of treatment and support available locally. This enquiry has allowed the council to inform the Health Board's recommissioning of its CAMHS Service and also the plans to try and develop a more coordinated continuum of emotional and psychological, well-being support across social care, health, education and third sector services.
- Data gathered during the regional Population Assessment will also inform the development of the local CAMHS Service and of a wider continuum approach. This work will be overseen by the Regional Partnership Board.

2.5.3 What are our priorities for next year and why?

The following are some of the relevant policy commitments set out by Swansea Council for the next few years ahead:

Swansea – A Child Friendly City

- Building on work with the World Health Organisation 'Healthy City' initiative. Work with the local health service and others to make sure all children in Swansea have the best start in life, improving lives and helping to reduce health and educational inequalities (No. 93).

Independence Dignity and respect

- Promote independent living, providing people with the support to live in their own homes with dignity and respect as long as they want (94).

Prevention and Health Promotion

- Deliver integrated services to ensure a continued focus on prevention and early intervention - investing in the conditions which maintain independence and support families, rather than dealing with the consequences of family breakdown and ill health (95).

- Review the effectiveness of social service provision and reinvesting and redesigning services to make them sustainable for the long term (96).
- Work with other partners to identify investment opportunities for new facilities to create sheltered accommodation, and extra care facilities to deliver next generation elderly care services (97).
- Help people stay healthy and age well (98).

Better Services

- Adopt the new Welsh Community Care Information System and work with regional and health service partners and re-design services to ensure greater integration and collaboration between health and social care systems to improve patient services (99).

Helping people recover

- Invest in services to help people reable and recover so that they are able to return to living an active and productive life (100).

Focusing on those most in need

- Focus resources for residential care on those with the most complex needs so that they are properly supported (101).

Older people

- Work with older people and the Older People's Commissioner for Wales to establish a Charter for Older People to ensure that our commitment is delivered (102).

Swansea – a Dementia Friendly City

- Working with partner organisations, local employers and the third sector. Develop Swansea's status as the first Dementia Friendly City in Wales (103).

Public Interest above Private Profit

- Intervene in the social care provider market and explore how it can expand the provision of council run services. Specifically we will work in social and residential care to ensure, where provision is of last resort, that there is a

diverse range of suppliers, including not-for-profit, cooperative and social enterprise providers (104).

Additional priorities for Swansea Council and Social Services are:

- To ensure carers, young carers and foster carers receive the support they need to improve their own well-being, and training they need to be effective as carers.
- Develop the range, quality and access to Child and Adolescent Mental Health Services (CAMHS) within Swansea and across ABMUHB footprint to build emotional resilience within children young people and young carers, as well as to better support to families in need.

NATIONAL QUALITY STANDARD 6

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

PERFORMANCE IN 2016/17 (Last Year)

Qualitative Measures: See Appendix 1 for summary results

Quantitative Measures:

- The percentage of all care leavers who are in education, training or employment
At 12 months after leaving care = **28.79%** (NEW)

At 24 months after leaving care = **34.29%** (NEW)
- The percentage of all care leavers who have experienced homelessness during the year = **8.92%** (NEW)

2.6.1 What did we plan to do last year?

This section is about the Council facilitating and improving opportunities to develop the range of care and support on offer to vulnerable people and families, in ways that address a wider view of well-being, such as the economic benefits and accommodation, as well as meeting their own needs directly.

Supporting People

The Supporting People Regional Partnership has commissioned a wide range of outcomes based support for people with specific needs. An effective programme can only be delivered if mechanisms are in place to maintain a sophisticated understanding of the existing social care market and if the constituent partners of the board work effectively together. The Western Bay Partnership has established productive working relationships between Social Services, Housing and homelessness services, housing providers, providers of tenancy support and specialist domiciliary services and citizens who use services. Close links are maintained with other related partnerships such as Community Safety and the Area Planning Board (substance use).

Priorities areas of need that are being prioritised include:

- Having more and better supported living options for people with Mental Health issues
- Developing further options so that people do not need to sleep rough
- Increasing the range of alternative options for temporary accommodation for care leavers
- Helping more people with dementia to live in a community setting
- Increasing options for older people who have substance misuse/co-occurring and have complex needs
- Increasing options for people with learning disabilities to become as independent as they are able

Youth Offending

Western Bay has established a regional Youth Offending Service building on the success of the pre-existing individual local authority YOS services. By joining together across the region, we have been able to absorb reductions in grant funding whilst maintaining the range of specialist and preventative services that have had such a dramatic impact on reducing the numbers of children and young people drawn into the criminal justice system. Reduction in first time entrants into the youth justice system.

Progress has continued to be maintained against the key indicators:

- Reducing reoffending
- Reducing the use of custody
- Access to a wider range of services, CAMHS as well as take up of education, training and employment

Substance Misuse

Swansea is a statutory partner within the regional Western Bay Area Substance Misuse Planning Board hosted by Neath Port Talbot. In seeking to discharge our collective responsibility to deliver Welsh Government's Substance Misuse Strategy the Area Planning Board has produced a regional commissioning strategy 2016- 2020. Broad engagement with service users, carers, service providers and partner organisations has informed agreement to focus on the following outcomes:

- People are healthier and experience fewer risks as a result of alcohol and drug use.
- Fewer adults and children are drinking or using drugs at levels or patterns that are damaging to themselves or others.
- Individuals are improving their health, well-being and life-chances by recovering from problematic drug and alcohol use.

- Children and family members of people misusing alcohol and drugs are safe, well supported and have improved life chances.
- Communities and individuals are safe from alcohol and drug related offending and anti-social behaviour.
- Alcohol and drugs services are high quality, continually improving, efficient, evidence-based and responsive, ensuring people move through treatment into sustained recovery.

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

We have supported the Regional Partnership Board to complete and publish our first regional Population Assessment on www.westernbay.org.uk. This now provides the three Local Authorities and the Local Health Board a clear and specific evidence base capturing the care and support needs of citizen's and carers' upon which future regional and local service planning can be based. The assessment will provide the evidence base for the partnership board in developing an Area Plan as the basis for future commissioning decisions.

There are a number of good examples of regional collaborative services and pooled fund arrangements, which have been developed within the Western Bay partnership over the last few years (referred to throughout the report).

A partnership agreement (Section 33) has been established to provide the basis for the shared financial investment in intermediate care services across the region. This S.33 agreement can be added to in order to meet the statutory requirement for a pooled fund arrangement for care homes under part 9 of the SSWBA.

Western Bay partners are working towards ensuring services and resources are used in the most effective and efficient way, in order to improve outcomes for people in the region, examples of which are referred to previously in this report.

2.6.3 What are our priorities for next year and why?

Swansea will seek to further promote the economic well-being of the most vulnerable people in our communities.

Swansea has two new corporate priorities set out within the Corporate Plan 2017-2022, and a set of policy commitments to help deliver on these priorities.

- **Transforming our Economy and 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.

In order to meet this National Quality Standard, Swansea will address the following priorities:

- To continue to develop regional partnership arrangements through production of an Area Plan and the development of regional commissioning plans
- Review regional substance misuse arrangements in respect of the impact services are having on outcomes
- Development of regional strategic workforce planning arrangements
- Establish the Pooled fund arrangement for residential care within Western Bay

PART THREE: HOW WE DO WHAT WE DO?

3.1 Our Workforce and how we support their professional roles

Swansea Council receives funding from Welsh Government via the Social Care Workforce Development Grant which has been used to support the implementation of the Act and address the regional priority to improve care and support across all providers and organisations.

In addition, the Western Bay region received a grant to support training specifically related to the Act. This transformation fund grant was allocated to Western Bay to deliver the new statutory requirements under the Act. A significant amount of Act training has been rolled out across the region particularly targeting health and social care staff.

Western Bay has published a Workforce Development Plan and completed the Population Assessment: <http://www.westernbay.org.uk/>

Examples of the training programme across Social Services is given below:

- Training to support the implementation of the Social Services and Well-being (Wales) Act 2014 focussed on direct care workers and provider partners.
- Signs of Safety Practice Framework within Child and Family Services, including solutions-focused thinking.
- Attachment and separation training for staff and foster carers working with children and young people.
- Adult Services Practice Framework (in development); strengths and assets based care and support planning; transforming domiciliary care and reablement services.

- Deprivation of Liberty (DoLS) training for Best Interest Assessors and Supervisory bodies.
- Child sexual exploitation – awareness level training for staff, partners and foster carers.
- Outcomes focussed practice training for managers and practitioners.
- We are also working with local training providers to deliver Health and Social Care Qualifications and Credit Framework (QCF) awards.
- Welsh Language awareness and language skills training for frontline staff.

The maintenance of robust workforce planning information will continue to be a priority to inform succession planning, new legislative requirements, new ways of working and specific service challenges.

There will be a need to further develop the regional workforce development plan in line with the Regional Area Plan.

Swansea Social Services and the People Directorate have been improving communication and building a culture that best supports innovation through whole service staff events. The Chief Social Services Officer, Heads of Service and their senior managers visit teams and services on a weekly basis and there are regular communications and newsletters cascaded through the organisation.

Children and Adult Services hold twice yearly staff events in which the workforce/ teams come together to share and celebrate success, and to plan to meet the significant challenges ahead

Service developments are co-produced with staff through a range of engagement activity supported by the Unions.

New appraisal processes have been instigated by the Council.

Supervision rates are routinely monitored in children services and this will be extended to adult services as part of the new performance framework that has been established.

Management of sickness and absence remains a challenge for the whole Council and particularly within people focused services such as Adult Services and Child and Family Services. A dedicated resource to assist managers to comply with the Council's management of absence policy is being piloted within Social Services.

The Helping Hands scheme offers a wide range of opportunities to staff to support their own health and well-being, e.g. mindfulness, relaxation, yoga, stress awareness, walking and gardening.

3.2 Our Financial Resources and How We Plan For the Future

Swansea has a Medium Term Financial Plan (MTFP) covering the next 3 years to provide the overarching strategy for the setting of Council's budget. This Plan forecasts future, known additional spending requirements, likely resources and potential funding shortfalls. It links to the Council's transformation strategy 'Sustainable Swansea – Fit for the Future' and to the Council's revised Corporate Plan, "Delivering for Swansea" with the focus on our top 5 priorities.

Given the scale of financial challenge faced by the Council in the context of significantly reduced resources, the existing savings plan is necessarily ambitious.

The current planning assumption in relation to Social Services is that the resources available to fund social care going forward will reduce by 20%.

The Council's overall aim has been to protect frontline delivery of services as far as possible. The importance of successfully delivering the optimal models of children's and adult social care through which many more children, families and individuals are able to meet their well-being outcomes without recourse to statutory care and support cannot be overstated.

Swansea has had some recent success in delivering this more preventative approach particularly in children services. Over the past 5 years a significantly improved Children's Service has been delivered whilst net expenditure has reduced by c. £5million. This equates to a total saving, taking into account inflationary pressures of c. £8 million.

Taking into account inflationary pressures that have led to like for like costs of care increasing markedly in recent years, adult services has achieved savings of c. £6 million but overall net expenditure continues to rise year on year.

Whilst additional specific grant income to try and offset pressures within social care has been made available by Welsh Government, as grants become subsumed into the revenue support grant, subsequent cuts to the revenue support grant will lead to pressures escalating.

Budget Priorities during next 3 years:

- The established safe LAC Reduction Strategy underpinned by the children services improvement plan provides a solid basis for financial planning in relation to children services over the next 3 years.
- An equivalent optimal model for Adult Services has now been agreed and the Adult Services Improvement Plan sets out the actions required to shift focus of service delivery to a more preventative model with an emphasis on delivering effective reablement, recovery and progression. The priority will be to shift existing funding from our traditional model to this more progressive model of care.

- As part of this we will continue to invest in the Swansea model of Local Area Coordination to increase community-based support which avoids or delays the need for managed care and support and maintain investment in integrated, intermediate care services where a demonstrable reduction in recourse to traditional direct care services can be evidenced.
- The full details of our financial sustainability plans will be consulted on as part of the Council's annual budget consultation process.

i) Social Services - Child & Families:

- To maintain the current Safe LAC Reduction Strategy, reducing the number of looked after children and the number of children in need of care and support, increasing the number of children and families accessing early help from the right person at the right time.
- To implement the reclaiming social work model improving direct support to frontline social workers.

ii) Social Services - Adult Services

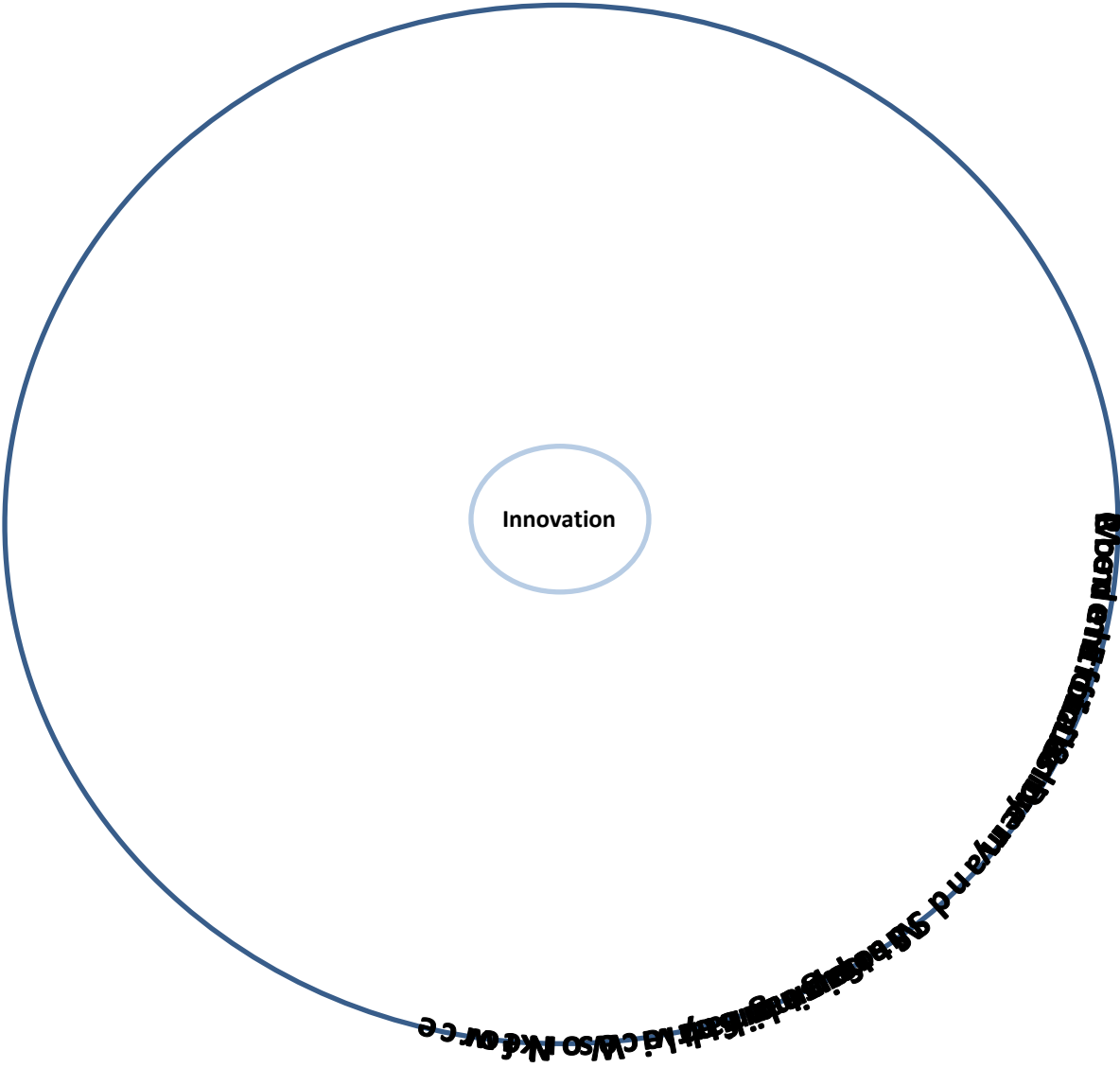
- Adult Services has consulted upon and subsequently agreed a new optimum model for adult social services including new arrangements for the delivery of domiciliary care.
- Support more citizens to remain safe and well at home, meeting their well-being outcomes by providing a range of effective, integrated intermediate care services that avoid, reduce or delay recourse to traditional managed care.
- Create the business support, financial, performance management and commissioning infrastructure capable of supporting the optimum model of adult services.

3.3 Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

Swansea Council has an established programme of transformation – Sustainable Swansea – Fit for The Future. The Adults and Children's Services Improvement Plans sit within this wider programme. Commissioning reviews have been undertaken across the Council and all existing Children and Adult Services have been reviewed as part of the overall Council Programme. Social Services continues to receive considerable political and corporate support, as reflected within the Corporate plan and the 5 Corporate priorities.

There are two dedicated scrutiny panels specifically overseeing and constructively challenging performance in Adult and Children Services. The Corporate Parenting Board ensures a cross Council focus on ensuring that Corporate Parenting responsibilities are being met.

Figure 6 Sustainable Swansea programme model 2017 (draft)



PART FOUR: FURTHER INFORMATION

4a) Complaints and representations

The Annual Report summarising the Compliments and Complaints received and relating to Social Services within 2016/17 is due to be reported to Cabinet in October/November 2017.

4b) Mwy Na Geriau

Swansea Council and Social Services recognises the importance of meeting the individuals' Welsh language needs, and we are committed to offering, providing and developing Welsh language services. During the year, the Directorate has been working towards increasing capacity to deliver a bilingual service, as there is a current lack of capacity in the teams, reflected in the small number of fluent Welsh speakers. Council wide. Staff are encouraged to enrol on Welsh language lessons and to use the Welsh language skills that they do have to the benefit of their service.

Increasing the number of Welsh speakers is going to be a difficult challenge and we are aiming to incorporate a Welsh Language skills assessment into our recruitment process where there is an identifiable population need or service gap.

PROGRESS IN MWY NA GERIAU YEAR 1

An 'Active Offer' is being provided within the Social Services front door (IAA) backed by contingency plans to ensure that there is access to suitably informed, Welsh speaking social worker or staff trained to provide advice and assistance. These arrangements are in place to ensure the Active Offer operates within the front door to Adult Services and Child and Family Services, as well as in the corporate customer contact service. Community profiling has helped informed the development of 3 Integrated Locality Health and Social Care Hubs. These integrated, multi-disciplinary arrangements are helping to provide additional capacity and promote resilience in terms of the Active Offer.

Senior Managers are regularly briefed in respect of Mwy Na Geriau, and in considering Welsh Language standards as part of future service development and recruitment, with links to relevant information to help inform their decision making around workforce strategy.

Changes made to the assessment template to meet Part 3, Code of Practice requirements are helping to record whether the Active Offer has been made in an individual's case record (PARIS system). Staff are aware they should record the language preference of their client, and that there is an active offer in place for Welsh language. Key Public Information is available in both English and Welsh as standard, e.g. Information for carers, and current and prospective foster carers.

Service plans and commissioning plans are tackling the challenges linked to increased citizen expectations, higher demand and less resource. Work still in progress both regionally, locally and within partnerships. These are informed by co-production with citizens, and any public facing events will be held with an 'active offer' in place. All such strategic plans are screened for Equalities Impact Assessment, and contract specifications are reviewed regularly with providers and monitored routinely against a range of quality standards including Welsh Language standards. Provider forums, held with residential and domiciliary care sectors, have helped to raise awareness of the Active Offer.

Phase 2 of the Act training is targeting direct care staff, with the initial focus on train the trainer. This programme includes information, learning resources and a case study exercise on delivering the Active Offer within Care Services.

MWY NA GERIAU OBJECTIVES IN YEAR 2 2017/18:

- Promote the Active Offer within care homes to better meet the language and well-being needs of older people with dementia
- Swansea Council has signed up to WCCIS (Wales Community Care Information System) implementation by next year, which should ensure recordings are fully compliance to national standards.
- Progress on this objective is now overseen by the Mwy Na Geriau Steering group.

4c) Accessing Further Information

This Annual Report provides detail about Swansea's improvement journey in 2016/17.

Please let us know if you think this report is a fair summary of the current position of social services in Swansea; and whether it reflects your own experiences in the past year.

Or, if you simply require more information about a subject within this report.

We would welcome any comments you may have, by email to:

Simon.Jones@swansea.gov.uk

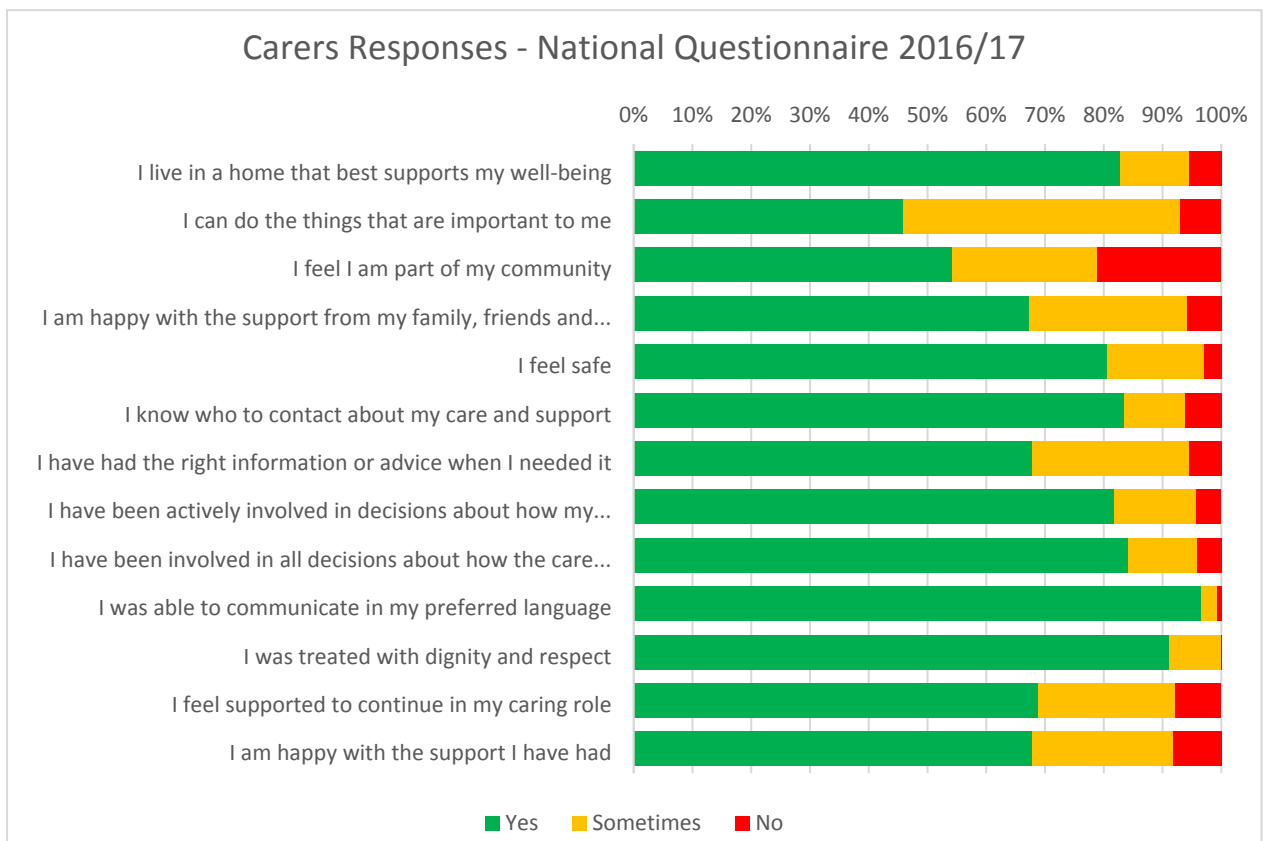
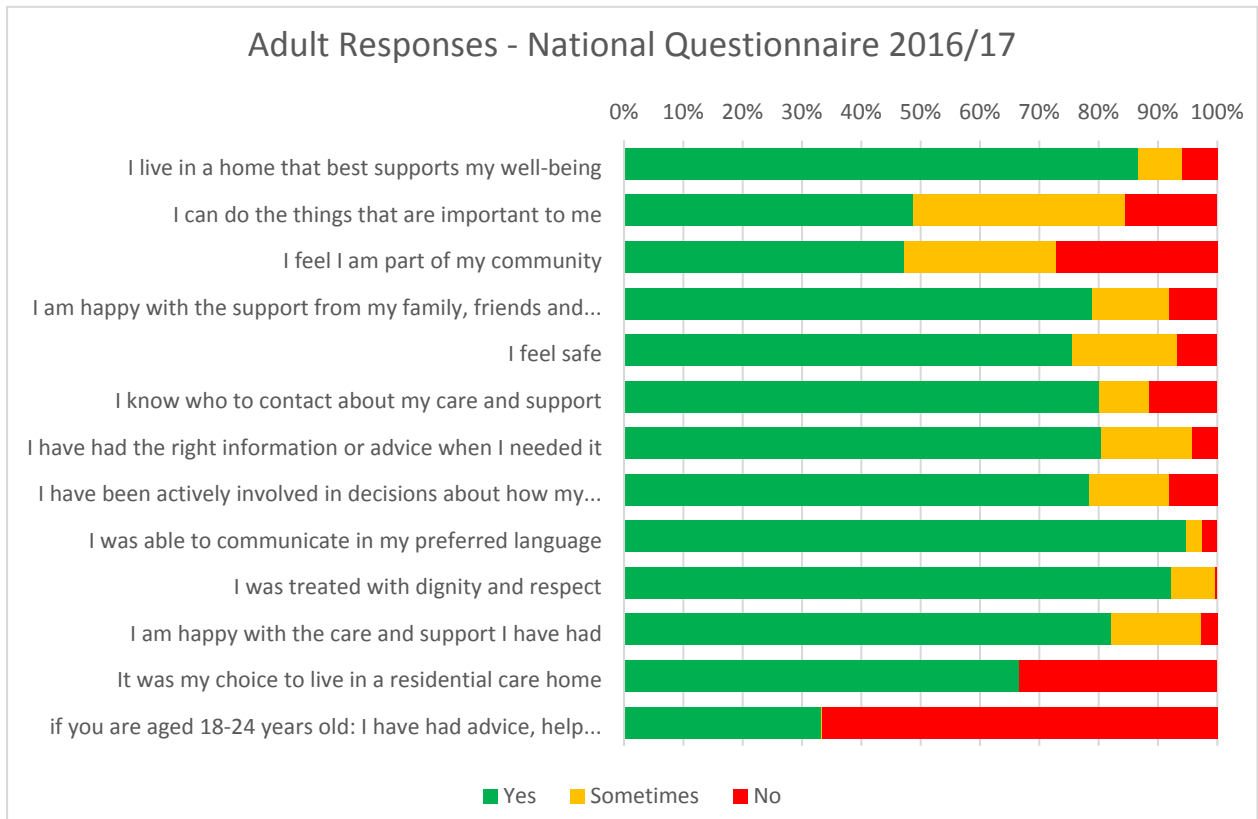
You can write directly to myself:

David Howes, Chief Social Services Officer, Swansea Council, 3rd Floor, Civic Centre, Oystermouth Road, Swansea, SA1 3SN

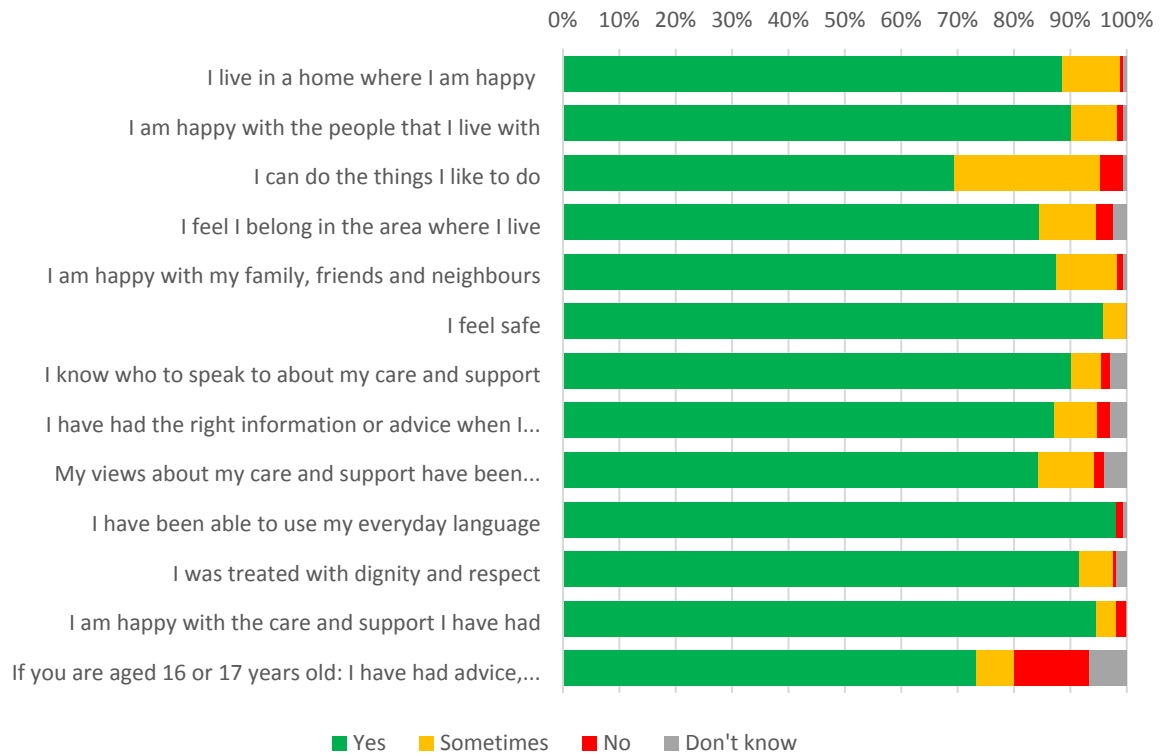
For further information on accessing Social Services, check out the Council's public website at: <http://www.swansea.gov.uk/article/2929/How-Social-Services-can-help-with-your-care-and-support>

APPENDICES

Appendix I – Summary of Qualitative and Quantitative Performance – Swansea only



Children Responses (all ages 7+) - National Questionnaire 2016/17



Parent Responses - National Questionnaire 2016/17

