

Service Review	Status (Complete /Business as Usual/ Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Parks and Cleansing</p> <p><i>Chris Howell</i></p> <p><i>Cabinet</i> <i>Date: 15th December 2016</i></p> <p><i>3 Year Plan 2016 – 19</i></p>	<p>Complete</p>	<p>The City & County of Swansea has aspirations to deliver on its Healthy cities & Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act</p> <p>To provide clean streets and other public realm for the residents and visitors of Swansea</p> <p>To maintain accessible and safe playgrounds and outdoor facilities for everyone</p> <p>To maintain parks, beaches and open spaces which are attractive, inviting and safe for all</p> <p>Ensure services provide best value for money</p>	<p>New income streams since 2017 update</p> <ul style="list-style-type: none"> • Online hanging basket and floral decoration – 2022/23 sales at £172K • Flower canvas prints – not progressed, Commercial Team trialled but no interest • Adopt a bench online ordering – 2021/22 sales of benches and trees at £70K • Adopt a flower bed online ordering- Commercial Team trialled but no interest • Knot weed services now advertised and online enquiry form. – 2021/22 knotweed and general weed spraying sales at £155K • Implement segregation of litter collection – completed – tonnage recycled in 21/22 was 118T • Introduction of a 7-day service through shift patterns – ongoing discussions with Trade Unions and Staff – put on hold • Explore partnership with Botanical Gardens – lead by Estates – University withdrew interest, no current plans • All car parks now under Highways • Relocation of Christmas storage hut to Botanical Gardens – Not progressed following reassessment • Partnership with SS and Waste re use shop for re use wood and Marketing of Ezytree package to external organisations – Ezytree in full use, wood products project in place 	<p>7-day working review will be considered in the future as part of a Authority wide review</p>	<p>None</p>

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Additional Learning Needs	Other	<p>1.Children, young people and their families receive the right support at the right time from the right person to meet their additional learning needs.</p> <p>2.Children, young people and their families develop resilience and dependence to sustain positive change.</p> <p>3.We intervene early to prevent the escalation of needs.</p> <p>4.We work collaboratively across a range of different services both internally and with external partners</p> <p>5.Children, young people and their family's needs are at the centre of decision making</p> <p>6. Staff's knowledge and expertise is improved through the provision of appropriate research, learning and development activities.</p> <p>7. The capacity of our partners to support children and young people is improved.</p> <p>8. All services are provided in an open and fair way.</p> <p>9. Services use IT to provide an accessible, effective and efficient service.</p>	<p>Initially the service areas undertook stage 1 and 2 of the Commissioning Review process within each of the service areas in scope, Educational Psychology Team, Special Educational Needs (SEN) and Assessment Support Team, Learning Support Team and the Home Tuition Team.</p> <p>Additionally, the biggest change facing this service area is the implementation of the Additional Learning Needs and Educational Tribunal Act (Wales) 2018 which involves a significant expansion of local authorities statutory responsibilities</p>	<p>Review has not progressed against the Commissioning Review process but transformation of Additional Learning Needs aligned to the 2018 Act is progressing under a separate project</p>	None

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<p>Public Protection</p> <p>Peter Richards</p> <p><i>Cabinet Date 20th April 2017</i></p> <p><i>Plan 2020</i></p>	<p>Implementation continuing to progress through plan</p>	<p>To protect and safeguard the public especially vulnerable people.</p> <p>For people to feel safe and confident going about their business.</p> <p>To have good and successful businesses in an environment of fair trading which supports the local economy.</p> <p>To contribute to Swansea being a Healthy and Safe city.</p> <p>To meet legislative requirements.</p> <p>To provide reassurance to concerns from both internal and external customers.</p> <p>To maintain key partnerships by closely working with other services within the Council and external organisations.</p> <p>To generate income to support the aims of the service.</p> <p>To undertake an enabling role and help educate others.</p>	<p>The review of the service illustrated that the vast majority of functions are statutory, (i.e. 95 activities are statutory out of a total of 98 activities provided) and of high value providing protection to the public, therefore opportunities for radical change are limited.</p> <p>Additional income opportunities achieved to date:</p> <ul style="list-style-type: none"> • Trading pitches at identified locations rented and for which a street trading authorisation is required • Passport checking service • Provide boxes for cremated remains • Introduce 5 years leases on monumental kerbs and Planters • Provide in-house pest control service across Council services • Provide digital enhancements to Swansea Crematorium offering webcasting for absent family and friends. • Formalised central Pest Control contract with Education and other internal services • Secured grant funding from Welsh Government to fund specific air quality projects working with Swansea University. • Provided Pollution control consultancy and hiring out specialist Air monitoring equipment • Development ongoing to replace the existing Civica APP primary back-office solution for Public Health and Housing 	<p>Provision of E-learning training for taxi drivers (Licensing) – A licensing pack is provided to all taxi drivers, with relevant information on becoming a taxi driver, including a video link on their role in identifying safeguarding issues. They are tested on the information provided through the knowledge test and costs are recovered through fees and charges.</p> <p>Provision of advice to businesses, including training to raise business awareness related to new and existing regulations (Food Safety and Trading Standards) - A paid for advice service available and link on the Council's website. Limited take up to date which is being reviewed and work is ongoing with the corporate team to identify ways to more effectively promote the services available to increase take up.</p>	<p>Develop detailed business case to analyse potential demand, potential income, risks and resources & IT requirements to effectively deliver the E Learning training proposal.</p> <p>Develop Primary Authority partnership arrangements (one stop shop offering <u>paid for</u> regulatory advice / Packages to new businesses, but likewise could be considered for existing businesses)</p>

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Catering	Complete	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Transformation of Civic Centre Staff Canteen service:</p> <ul style="list-style-type: none"> • Sales revenue increased by 4%. • Added new revenue streams & improved existing ones • Food costs reduced from average of 60% to 35% • Staff costs reduced from average of 70% to 45% • Target profit margin of 15% • Target food cost budget implemented of 35% of sales • Refurbishment of canteen area • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Food waste reductions through menu changes to meet consumer demand • Staff cost reduction through reduction in hours • Introduction of new vending machines to increase out of hours convenience and revenue • Improvement and investment into trolley service • Addition of second EFT card machine and steps taken to improve the speed of transactions made with the card machine <p>Transformation of Guildhall Staff Kiosk service:</p> <ul style="list-style-type: none"> • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Implementation of sales targets and sales monitoring systems • Introduction of EFT Card Machine to increase transactions • Purchase of new vending machines to increase out of hours revenue 		None

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Catering (cont)	Complete (2019)	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Social Services catering service review: a review was undertaken by the catering unit to investigate the catering services provided by social services in the Older People homes across Swansea.</p> <p>It was found that savings could be made through the implementation of a revised service in consultation with the Catering Unit. Progress includes:</p> <ul style="list-style-type: none"> • Reduction in number of staff on shift per day • Reduction in non-efficient staff hours • Flexible hours built in for anomalies and unforeseen circumstances • Overall reduction in core hours • Overall reduction in food costs • Overall reduction in annual staff cost • Universal menu structure • Comprehensive collection of costed menu items • Recipe cards • Portion control measures • Nutritional analysis of meals • Meal pre-ordering system • Reduced and streamlined breakfast structure • Easy-to-serve evening meal structure 	This was concluded in December 2019 with an estimated £100k saving	None

<p>Domiciliary Care</p>	<p>Complete (new framework implementation, procurement and contract awards – 2019</p> <p>Post award transition & end of project completed July 2020)</p>	<p>Update provided 2018: As per outcome of commissioning review to co- produce and retender external provision of Older People and Younger Adults Physical Disability for non- complex domiciliary and respite care.</p> <p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model :-</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities :-</p> <ul style="list-style-type: none"> • Safeguarding People from Harm • Transformation and future council development so that we and the services that we provide are sustainable and fit for the future <p>Enable more effective use of resources and greater control over expenditure.</p>	<ul style="list-style-type: none"> • Specification completed, tender documentation and evaluation panel arrangements • Procurement process completed; out for tender and evaluation. Tender evaluation approval report completed for approval • Contract award report provided to Cabinet and approved. • Contract award process – new arrangements in place 1st October 2019. New and existing POC for respite transferred. New POC for Domiciliary care transferred. Transition period for existing Domiciliary care where required ran over 6 months. • End of project review including lessons learnt documentation • Transition planning developed and implemented with service leads. 	<p>Contract for respite services terminated because Provider unable to achieve contractual requirements. Respite services successfully transferred to framework operators.</p> <p>Some services continue to be purchased off framework to meet demand which exceeds framework capacity.</p>	<p>Framework refresh anticipated 23/24.</p> <p>Exploration of new commissioning models to increase capacity and develop more resilient services underway.</p> <p>Regional position is being considered to ensure compatibility / prevent destabilisation.</p>
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Residential Care	<p>Commissioning review complete</p> <p>Ongoing implementation of optimum model for internal residential care.</p>	<p>Implementation of new Residential services model - refocus the Council's in-house residential care service to focus on complex needs, residential reablement and respite only. Commission all standard residential care for non- complex needs and nursing care from the independent sector.</p> <p>Following public consultation and Cabinet decision – decision reached to close Parkway Residential home.</p>	<p>Business transition progressed with Social work, care management leads alongside carers and families of all residents of Parkway to support through process.</p> <p>Parkway fully vacated Dec 2019 – temporary use for residents of private care home following incident in care home from Dec 2019 to February 2020. Parkway then used temporarily during Covid pandemic. Vacated Jan 21 but used for standby and staff training. Jan 23 in process of being sold.</p> <p>Internal care homes have responded flexibly during the pandemic and now in recovery, offering step-up beds from the community or step-down from hospital for reablement, assessment and temporary beds. In addition to the continuation of planned respite and long-term placements for dementia / complex care. There has been an increased demand for reablement capacity and temporary pathway beds aligned to the 'Home First' model supporting hospital discharge, providing care where there is limited capacity in the Dom Care sector.</p>		<p>Continued recovery from the pandemic and responding to the pressures across the Health and Social Care system.</p> <p>Internal beds use focused on reablement, planned respite, short-term emergency placements – step-up from the community or step-down from hospital and long-term complex care.</p>

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Day Services	Commissioning review completed – ongoing implementation of optimum model for internal day services.	<p>Following public consultation and Cabinet decision:</p> <ul style="list-style-type: none"> • Close Rose Cross Day Services • Close Hollies Day service <p>Implement new Day Services Model - Remodel day services for older people ti focus on complex needs only going forward.</p>	<p>Hollies and Rose Cross Day services closed. Service users offered alternative places or support.</p> <p>St Johns, Norton Lodge, Ty Waunarwydd day services remodelled to support more complex needs. Boundaries reviewed for all including Llys Y Werin and Ty Conwy (externally commissioned day services). Covid impact meant day services were closed but gradually reopened in 2020 other than Ty Waunarwydd day service as the building is supporting the residential service operations. Service users offered alternative service. Continuing to monitor level of need and use of services, following impact of covid.</p>		Reviewing the demand for, and scope of internal and commissioned Older people day services post covid.

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Learning Disabilities, Mental Health, Physical Disabilities	Commissioning strategies co-produced and approved.	<p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model:</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities:</p> <ul style="list-style-type: none"> • Safeguarding People from harm 	<p>Supported Living</p> <p>Service assessments of LD and MH Supported Living completed. LD Supported Living framework developed in 2018 and recommissioning of services complete in 2020.</p> <p>MH Supported Living framework in process of being established – expected May 23</p> <p>Residential Care</p> <p>Service assessments completed in 2020. Conclusions for LD / YAPD services generated as follows:</p> <p>Commissioning Strategy -Retain the current strategy for commissioning residential accommodation in learning disability services and focus on the development of clear strategy for younger adult with physical disabilities in particular and development of accommodation commissioning arrangements for this client group.</p> <p>Procurement Model - Maintain current arrangements of the mixture of spot purchasing through CCAPS and local arrangements but improve local arrangements for specifying residential care outcomes, performance indicators, provider engagement to ensure the residential model fits with the SSWB act and our Adult Services model. Include consideration of introducing block contract arrangements in high cost existing provision.</p>		<p>Development of new Supported Living framework and refresh of existing frameworks to include Health partners to enable joint commissioning of services and more effective arrangements for sharing risks / costs.</p> <p>Regional approaches being considered via Regional Accommodation Group.</p> <p>Regional Capital opportunities to develop new MH services being explored.</p> <p>Ongoing development of Supported Living to meet the needs of population, including two new LD services scheduled to commence in 23/24 (8 beds).</p>

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<p>Learning Disabilities, Mental Health, Physical Disabilities cont.</p>		<ul style="list-style-type: none"> Transformation and future council development so that we and the services that we provide are sustainable and fit for the future Enable more effective use of resources and greater control over expenditure. 	<p>Profile of Supply - Maintain mixed delivery (maintain both internal and external services) to retain control of services which need to be responsive and placement rights not compromised.</p> <p>Purpose and Nature of Internal Service - Explore a regional capital bid to deliver a re-modelled internal emergency support service including intensive support to prevent break down and a wider range of options for emergency support and more focus on reablement and move on.</p> <p>Arrangements for progressing these objectives to be implemented during 2023.</p> <p>Service Assessments for MH completed in 2020. Options for future service commissioning created. Development of services to progress as business as usual. Objectives include market facilitation to encourage development of residential capacity for less complex mental health needs, including for older people with nursing needs, and reduction in use of high cost care home beds where alternative options can be created.</p> <p>Day Opportunities</p> <p>Service Assessments completed for LD and Physical Disabilities.</p> <p>MH service assessment and options due for completion February 2023.</p>		<p>Opportunities for developing new MH care homes services and alternatives to residential care is being considered via Regional Accommodation Group having regard to capital opportunities and resource limitations.</p>
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