



Report of the Cabinet Member for Care Services

Adult Services Scrutiny Performance Panel – 31 January 2023

Adult Services Transformation Programme 2022/23

Purpose	To provide an overview of the Adult Services Transformation programme and progress to date
Content	This report includes a summary of Adult Services Service Planning activity and resulting priorities which have shaped our Transformation programme. Detail on the activity under each priority area, progress and proposed focus for 23/24
Councillors are being asked to	<ul style="list-style-type: none"> • Give their views • Consider the report as part of their scrutiny function
Lead Councillor(s)	Cabinet Member for Care Services – Cllr. Louise Gibbard
Lead Officer(s)	<p>Head of Service for Adult Services & Tackling Poverty – Amy Hawkins</p> <p>Head of Integrated Services – Helen St John</p>
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1. Background

The Service planning process informs the priorities of the Adult Services Transformation Programme. As in previous years this process involved all service areas reflecting on our recovery and learning from the Covid pandemic, the continued challenges the pandemic has presented and the enduring aftermath.

We have also reflected at a team level on the wider learning from the previous 12 months, our successes as well as our challenges. Our barriers to change and where we can improve for the people of Swansea.

Combined with the principles of the Social Services and Well being Act, wider Council objectives, policy commitments, Regional work programmes and feedback from CIW assurance visits we established our service vision and priorities for 2022/23;

Our Vision for Adult Services:

People in Swansea will have access to modern health services, social care and support which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities.

To achieve our vision Adult Services will;

Help people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives.

Our services will focus on strengths, prevention, early intervention and enablement. We will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.

Adult Services priorities for 2022/23;

- ✓ **Better Prevention & Better Early Help**
- ✓ **Keeping People Safe**
- ✓ **Enabling & Promoting Independence**
- ✓ **Integrated Services/Partnership working**
- ✓ **Financial Efficacy**

These priorities are reflected across all projects and programmes in the Transformation programme.

(See Appendix A : Adult Services Service plan and Transformation Programme overview)

2. Transformation Programme

The development of the Transformation programme and our delivery against our agreed priorities is co-ordinated by the Adult Services Transformation team alongside colleagues and teams across the Service and wider.

The work of the Transformation programme in this year is in addition to our business as usual improvement activity. However, in 2022 the work of the team has again needed to focus largely on recovery and stabilisation of Adult Services rather than the wider Transformation agenda, however, our longer term strategic intentions have continued to run through the core of everything we do.

Within each element of the programme specific plans identifying the purpose or 'why' of the work, defined actions or 'products' that will aid delivery, the in year priorities and time frame for delivery as well as measures of success are all developed with stakeholders and monitored against.

The following section describes briefly how these priorities are being delivered under the programme, some of the specific programmes of work and headline progress to date.

2.1 Better Prevention & Better Early Help

Better Prevention and early help themes run through the Transformation programme. Building upon and sustaining existing community based, locally developed and 'owned' alternatives to traditional statutory services is at the forefront.

Locally we also want to improve our internal systems and mechanisms which enable people to access this right support as early as possible preventing escalation of need.

- Regional work stream **Prevention and Community Co-ordination** represented by citizens, third sector, local authorities and the health board are focusing on citizen engagement, building upon community assets and supporting volunteers across the region.
- As part of this work the ongoing development of **micro and social enterprises** across communities in the region has continued. Swansea Council alongside Swansea Council for Voluntary Service (SCVS) have established a robust directory of small businesses already supported and connected with custom via the programme. Development of a **Regional Volunteering Strategy**, co-produced with volunteers and the Third sector has been drafted. The strategy focuses upon the value of volunteering, development of a consistent approach to involving and supporting volunteers in the region, best practice around the recruitment and management of volunteers alongside training and resources. **Possibilities for People** work stream under the programme has continually engaged

with citizens, carers and the third sector to identify priority areas for development including transport options, falls prevention, tackling of loneliness and isolation and hot meal provision.

- Our **Assistive Technology strategy** development also includes expanding our information and advice relating to preventative, low level equipment and digital solutions to maintaining independence. To aid this work the team have recently secured regional capital funding to stock digital aids for demonstration and short term loan from the service. In addition work to develop a self help online tool for access to anyone looking to gain advice and source their own aids and equipment is underway working alongside the Disabled Living Foundation.
- Working with colleagues in Child & Family Services we have also been developing options on what **Adult Services 'Early Help' offer** could look like. Although still in development stages this work has already pulled together information on our existing resources, including the resources described above, and commissioned services. This information has initially been pooled into an advice channel for internal teams. Longer term opportunities to work 'smarter' across established third sector, Health and Local Authority teams are being considered.

2.2 Keeping People Safe / Enabling & Promoting Independence

Clearly linked to Better Prevention and Better Early Help the priorities of keeping people safe and enabling and promoting independence are at the core of the Adult Services vision and mission. Critical across these themes are our workforce, team structures, external capacity and resulting ability to meet our statutory functions which remained a pressure following the peak of the Covid pandemic.

- At the core of this is the work of our **Practice Framework and Outcome focused Social work practice**. Combined with elements of the workforce programme including training and development the Practice Framework and Collaborative Communications approach has continued to be critical in ensuring our staff have the training and support to continue to deliver 'strengths based' practice even in the most testing of times.
- Our social work team structures were adjusted in 2020 to mitigate as best as possible the potential risks to service delivery during the pandemic. As part of the **Workforce Programme; Fit for purpose Staffing Structures** the future model for all Social work teams is being developed with staff, internal stakeholders and the public. As a first phase of delivery all temporary social work posts created pre and during the pandemic were realigned to our permanent staffing structure to bring some stability to the workforce. This included stabilising critical areas including Safeguarding. Work now continues with teams and all stakeholders to review our current model, areas for improvement and opportunities to improve. The development of options and final proposals are expected in the first quarter of the new financial year.

- Building upon the regional **carer's strategy** Swansea locality have worked with carers to redesign our carers assessment process. We have also worked with the Carers Centre in Swansea to pilot a specific resource used to complete carers assessments. Successful completion of a stand alone carers assessment at the right time for the carer can help prevent crisis and ensure carers wellbeing and support needs are met. As a result of this work carer's assessments and reviews are increasing with the last 6 months showing completion of 420 in comparison with 207 for the same period in 2021.
- As well as promoting and enabling independence underpinning our practice approach specific systems of delivery have also continued to be developed to enable this in practice. The Regional **Home First Programme** which has established various integrated pathways to both prevent admission to hospital and enable timely safe discharge from hospital has continued to be at the forefront in 2022. Swansea's approach has been successful in pooling multi-disciplinary approaches across the whole system from third sector, social work, therapies, internal service provision and nursing all working with individuals to support maintaining or returning safely to their own homes.
- **Domiciliary care demand management** remains a pressure point across both the internal and external provision. Improved communications between multi disciplinary teams, utilisation of alternative models of support and the work in progress to review existing direct payment processes and the implementation of successful approach to recruit Personal Assistants are all working towards helping to ease some of the pressure. Our internal Homecare team have also reviewed and restructured their operational management structure to ensure the maximisation of resource.
- One of the many service areas critical in the delivery of both the Home First programme and our local approach to promoting and enabling independence is the Regional Community Equipment store service. In order to maintain the required performance which is critical to effective management of demand and capacity the team have undergone a review of their **staffing structures**, with regional partners. Within the same service the provision of **Assistive Technology** for assessed clients remains critical. Provision of Lifelines, Just Checking aids and alarm based technology including Care Assist and sensors continues to be actively promoted. A review of our community alarms service has been completed and our future strategy for the service is in development.

2.3 Integrated Services/Partnership working and Financial Efficacy

Across Adult Services integrated working with partners locally and across the region has been strengthened further during the last year. Working closely with our partners has been critical during the pandemic and the opportunities and benefits this has provided continues to be built upon to improve everything we do for the people of Swansea.

- Our close working on many regional programmes including the **Hospital to Home programme, Prevention and Community Co-ordination** and **Transforming complex care** has continued. The partnership space are also revisiting our current Optimal Model S33 agreement, refreshing to ensure the current picture of services, financial investment, reporting and governance are aligned as they should be.
- The regional programme **Transforming Complex Care** aiming to integrate services for people with complex needs has achieved some notable outcomes including the development of a single multi-agency approach and processes for the transition between Children's Services to Adult Services. A Joint Working Protocol in place for adults and with complex needs, a Joint Funding Agreement for packages of care outside of Continuing Health Care or s117 funding and a revised dispute policy. Activity in development includes regional commissioning strategies, pooled budgets and regional quality framework.
- Regional funding opportunities via the Regional Investment Fund have continued to be maximised by Swansea with both revenue and capital investment secured across a number of services and schemes. The Swansea **Capital Investment** project has successfully recruited the necessary resource to ensure the co-ordination and management of all types of funding streams, embedding the necessary governance and planning structure to meet emerging needs.
- Our **recommissioning programme** continues to assess and review the range of commissioned services including day services, supported living and sensory impairment. The transformation team have also supported commissioning colleagues, housing colleagues and people with experience of homelessness with the review of Temporary Supported Accommodation for single homeless people (over 18). The purpose to ensure people experiencing homelessness have access to the right accommodation with the right level of support , improve the options available, and help to achieve better outcomes for people. Outcomes to date include the introduction of a single point of access to temporary supported accommodation and the replacement of numerous referral forms with one referral form. We are currently piloting the new pathway with Housing Options and our current external providers.
- Adult Services internal Service Provision have also progressed with the **Internal Residential Care Strategy** whilst still a work in progress the whole scale review of internal provision has produced a draft model of delivery including more 'step up beds', 'step down' provision and complex dementia beds reaffirming our focus on enabling and promoting independence and complex, specialist care.

2.4 'Cross Cutting' Programmes

Supporting all of the work of the Transformation Programme and the service priorities are transformation projects which underpin everything we do,

including the Directorate wide **Workforce Development Programme** focused upon staff wellbeing and engagement, recruitment and retention, staff development and fit for purpose staffing structures. The outputs of this programme include a dedicated resource to support our recruitment ambitions, reviewing how we promote Swansea Adult Services as a workplace of choice, presence at numerous recruitment fayres and regular presence at the pop up in Swansea city centre have all resulted in increased applications to care roles. Active engagement with colleagues and Universities to increase numbers of student placements have also been successful.

Our systems are critical to everything we do and the implementation of WCCIS in 2020 began our journey towards a system which met the needs of practice. To ensure the active development of the system, review of existing processes and maximisation of the system the **WCCIS development** group has been established with colleagues from across the service. The working group look at issues which have been identified by the same teams and works to ensure that WCCIS supports social work practice and progression into better performance and information data for the department. The Group have also taken a co-productive approach with process improvement including co-producing the carers forms and processes with carers themselves.

Our **Internal and External communications strategy** was a key area of focus of this year's transformation agenda. Establishing a dedicated resource to support with this endeavour has been the immediate focus in 2022. This team have successfully support internal communications throughout the period and are working to build our external facing website and general information in line with our strengths based model of practice.

Lastly, but not least to understand the purpose and impact of our transformational ambitions of the Service we rely heavily on our performance and quality information. The development of a **performance and quality framework** for Adult services is critical in this endeavour. The performance and information team in adult services already produce a wealth of information which is continually developed. The purpose of this revised framework in development is to build on this information and expand to incorporate more outcomes, embed a cycle of review and understand how information could be better used to inform commissioning practice, service review and strategic planning.

3. Planning and Considerations for 2023/24

As we head into the new year and the ongoing transition for Adult Services from post pandemic recovery to longer term transformational ambition the pressures of demand versus capacity and financial restrictions will obviously influence our day to day planning and improvement activity.

However, our vision for the Service will remain to be the best we can be for the people of Swansea. Embedding our strengths based ethos at the core of

everything we do will dictate our model of Transformation. As a result for 23/24 Adult Services Transformation planning will focus specifically on the areas of better prevention, early help, promoting and enabling independence and keeping people safe.

4. Integrated Assessment Implications

4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

4.2 The principles and priorities underpinning the Adult Services Transformation programme support positive outcomes for our communities and the people of Swansea. We focus on strengths, enablement and keeping people safe. Individual programmes and projects under the wider Transformation strategy will complete IIA screenings and full reports where required to ensure any impacts are fully understood, a positive co-productive and / or engagement approach is adopted wherever possible and detail of any risks and proposed mitigation are developed.

Appendices:

Appendix A – Adult Services Service plan and Transformation Programme overview



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Appendix B – IIA screening form



AS Transformation
Programme IIA_screen