



Report of the Cabinet Member for Care Services

Adult Services Scrutiny Performance Panel – 2nd May 2023

Adult Services Policy Commitments

Purpose	To provide an update on how Council's policy commitments translate to Adult Services
Content	This report includes a summary of each policy commitment in relation to Adult Services and progress / achievements to date
Councillors are being asked to	Consider the report as part of their scrutiny function & provide their views
Lead Councillor(s)	Cabinet Member for Care Services – Cllr. Louise Gibbard
Lead Officer(s)	Head of Service for Adult Services & Tackling Poverty – Amy Hawkins Head of Integrated Services – Helen St John
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1. Introduction

This report highlights our progress and achievements to date across Adult Services in relation to the delivery of 'Better Care' policy commitments adopted by Council for the period 2022 to 2027.

2. Adult Services 'Better Care' policy commitments:

- **Swansea Council will commit to investing £750 million for better care in Swansea.**

Our commitment to invest in better care in Swansea underpins our Transformation and continuous improvement programmes across Adult Services. Our vision in Adult Services for 23/24; "Working alongside you to live well and safely in our community" is supported by our commitment to invest where we will have the greatest benefit to our population. Our information, advice and assistance, safeguarding, timely and outcome focused assessments and ongoing review and provision of direct care services is therefore at the forefront of our investment.

To ensure we can meet our vision and utilise our statutory resource in the most effective way we also need to maintain a focus upon early help and prevention initiatives alongside ensuring we manage demand efficiently and effectively investing in providing the right support, from the right person at the right time.

As the level of demand for statutory services continues to grow our priorities of prevention and early help alongside effective reablement systems are critical to ensure we maintain effective capacity for those most in need. To support this we are continuing to invest in growing our wealth of community based resources both internally and commissioned. Close working with the third sector alongside our services such as Local Area Co-ordination and Direct Payments has continued to realise multiple benefits including the investment in growth of micro enterprises, socio enterprises and volunteering initiatives. For the year ahead we will prioritise the development of an early help offer in adult services which will provide an effective system of early intervention and viable route for individuals to 'step down' in a supported way from statutory care wherever possible.

Alongside this work we have continued to invest across a wide range of other services provided by third sector partners including Extra Care Services, Day Services, Advocacy Services, Volunteer Services, Sensory Impairment Services, Carers Services.

Direct Payments in lieu of directly provided or commissioned services for both Adults and Child and Family Services

Working alongside partners in the region our Home First model to support the safe and timely discharge from hospital with a focus upon reablement and regaining independence continues to shape investment across both internal resources including homecare domiciliary care services, internal residential

services as well as commissioned services including domiciliary and residential care. The efficient management and appropriate investment across all partners of these services is a key priority of West Glamorgan programme with work in progress to review the existing overarching governance and financial agreements.

Locally our commissioning models for specific areas of pressure such as Domiciliary Care are in review with exploration alongside providers of what is required to create more resilient and sustainable services. As referenced in our policy commitment regarding fairer pay for care workers alongside inflationary cost increases to reflect the real living wage we also understand that in order to sustain and grow our 'better care' offer further investment may be required. This work will be undertaken in 23/24 to explore all opportunities further.

- **The Council will commit to fairer pay for care workers.**

Our commitment to fairer pay for care workers is crucial to not only ensure the Real Living Wage is reflected as far as possible in our commissioning arrangements but to also work with providers to understand what a fair wage for their care workers needs to look like to address the issues of work force capacity, recruitment and retention.

The work to understand this impact of the significant increase in cost of living alongside the Real Living Wage has been encompassed within the Fees and budget setting agreement for 23/24.

As part of this work Adult Services commissioning engaged with providers across older persons residential care, domiciliary care providers and incorporated consideration of factors such as how to encourage and sustain a care work force, Consumer Price Index (CPI), specific subsidies for pressures such as rising fuel costs, the impact on any changes for the Health Board care homes procurement framework (CCAPS – Commissioning Care Assurance Performance system), PA rates and direct payment rates.

The implementation of the agreed recommendations from this work enables providers to pay the real living wage and keep pace with additional inflationary pressures.

- **We will seek to provide better day care opportunities and respite services across the City.**

Older People's respite services via our internal provision are offering planned stays up to 6 months in advance. This enables families to plan holidays and breaks in advance. Requests beyond this timescale can also be considered on an individual basis.

For younger adults, following Covid, services are seeing an increased level of demand for residential respite and an increase in referrals for people with more complex needs. In response, a review of respite provision is underway,

scoping demand and supply to inform any reshaping of the market and the potential for a regional approach.

Older People Day services, both in-house and commissioned meet on a fortnightly basis to discuss referrals, to best meet individual needs across the day services in Swansea and consider alternative support options. The day services are offering half day sessions in response to individuals with increasingly complex health needs. Following on from the Day Service Commissioning Review prior to Covid, where it identified a trend towards supporting service users with complex needs, this trend has continued and further work is now being undertaken to review the range of day services across Swansea and other available forms of day support. Consideration is being given to the changing profile of people using or requesting to use the service, the demand which is both the need for carer respite and to prevent social isolation in order to maintain individuals in their own home, preventing hospital or residential admission.

For Learning Disability Day Services, the commissioning review consulted with stakeholders on what matters to people about day opportunities and what day opportunities people want after Covid, and the current profile of supply. The review also identified an increase in people with complex needs requiring day support. In response, an options appraisal on developing a day service strategy, procurement models and supply profiles is underway with key stakeholders.

To support this work there is a Capital Programme in place to facilitate the development and improvement of buildings and environments for in-house day and respite services, in response to compliance, changing needs and promoting enabling environments.

- **Swansea Council will continue to develop and operate a network of Local Area Co-ordinators (LAC) to cover the whole of Swansea.**

In 2022 we celebrated the first complete year of a full LAC team and full county coverage meaning that for the first time every community in Swansea had access to a Local Area Co-ordinator. The team of 23 highly experienced, creative and motivated colleagues has had a huge impact on our communities working alongside 1830 people with whom they were introduced alongside nearly 5000 other residents engaged with via wider group meetings and other informal forms of contact.

The impact of the Local Area Co-ordination model is far reaching – residents report a wealth of benefits including increased confidence, resilience, connection to their communities. In some cases the work of the team has delayed or completely removed the need for individuals to access formal services. Overall the team helped nearly 4,500 people achieve positive change in their lives during 2022.

The work of the team continues into the year ahead – building upon established relationships in each community they work with alongside partnership working

with elected members, organisations and council teams. The team embody the prevention and strengths-based model vital to Adult Services achieving our vision for the year ahead.

100 Day Commitments

- **The Council will undertake a review of post-pandemic care provision.**

Reflecting on our recovery and learning from the Covid pandemic, the continued challenges the pandemic has presented and the enduring aftermath is an exercise which has continued into this years' service planning.

We have 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.

The provision of care across all elements of Adult Services has been impacted and informed our ongoing focus and change agenda for 23/24.

The need to strengthen our direct care provision, particularly our care staff has remained a priority. Recruitment and retention of care staff is one of our biggest challenges. During and post pandemic this issue has heightened with poor recruitment and more carers leaving the profession which in combination with cost of living increases the pressures have in some sectors become more unstable. Alongside the work reviewing fees and commissioning arrangements as mentioned earlier in the report, the workforce programme has also delivered successful local recruitment campaigns based across job fayres and 'pop up' sites in city centre locations to encourage and promote care careers both for the local authority and via externally commissioned providers.

Internal and externally commissioned domiciliary care have over the last year piloted different ways of working in order to maximise capacity and better understand changes required to better serve the current needs of our residents. Internally our homecare team have reconfigured the organisation of their care teams to work in the most effective way, most recently returning to geographical bases as demand and post pandemic capacity become more stable. Across commissioned care the necessary actions taken to sustain the delivery of services during the pandemic have helped identify potential opportunities for change in both how and what services we commission including the exploration of outcome based commissioning models rather than the traditional time and task approach.

The post pandemic demand is generally showing a increase in complexity of needs for individuals with many people benefiting from multiple levels of support. The effectiveness of managing these needs via a multidisciplinary and multi agency approach has been evidenced via the Home First model which advocates for support wrapping around the individual and assessment being a continuous process. The benefits of this approach have also continued to be evidenced in other areas of our service such as the Common Access Point

where a multi disciplinary team of therapies alongside social work and more recently, assistive technology officers has promoted the exploration of all alternative models of support.

Achievement of personal outcomes or goals may also require short term investment with a multitude of services working together early on in the persons 'journey' but with the long term gains of that same person then able to return to their own homes and communities to live independently for longer. The importance of timely review and continued contact has also directed how we best organise our resources.

Across all work the learning and improvement opportunities are underpinned by developments across our internal and external communications as well as our systems and processes which enhance and support our ambitions.

WCCIS development over the last year has mirrored our practice and service adaptations to practically enable and support our teams. Likewise, the way in which we organise ourselves to support our new ways of working and ambitions as a service is key – the Social Work restructure work continues into 2023 following a successful restart of the programme in 2022. With posts temporarily recruited during the pandemic organised into our permanent establishment via the stabilisation project the restructure has continued to work collaboratively with staff to analyse the current strengths and opportunities for change within our current structure. We have also engaged with clients to better understand what works and what needs to be improved. The options development will again be a collaborative exercise with all social work teams and stakeholders involved. A preferred option will be presented for formal consultation before the end of 2023.

- **We will begin options appraisal and move to increase council direct delivery of care.**

As previously referenced, the stability of care provision is one of continued concern. The council direct delivery of care has continued to provide a vital specialist resource in mitigation of this challenge. Our services have also been at the forefront of opportunities for change and improvement offering the opportunity to trial and test alternative ways of working.

Home first pathways have identified a need for increased provision of 'step up and step down' beds for our clients to either avoid an unscheduled hospital admission or ensure a timely discharge from hospital and support ongoing assessment of long term needs in an alternative setting. Across the region a number of beds via external residential care providers have been procured for this purpose temporarily – alongside this as part of the internal residential care service provision review beds have also been identified for the same purpose longer term.

The balance of externally commissioned domiciliary care and our use of internal homecare support is also under review. The work which is to be progressed in

more detail throughout 2023 will work alongside revised commissioning opportunities, the reorganisation and maximisation of our internal capacity and budgetary pressures all with the intention of ensuring the right support is available for those with established assessed needs at the right time.

- **Swansea Council will engage with Health to ensure care plans align with health recovery.**

Effective partnership working with Swansea Bay University Health board is supported by both our internal structure within Adult Service (including the Integrated Head of Service role) and our continued joint working across a multitude of services and teams including Home First, the common Access Point MDT, community mental health teams and Community Equipment stores amongst others.

To ensure our strategic work aligns, our regional work programme governed by the West Glamorgan regional team ensures our shared priorities are echoed throughout. Work in the regional programme encompasses specific workstreams of Home First regional development, Prevention and community co-ordination, Learning disability and Wellbeing, transformation of Complex Care, Wellbeing and Mental health and Carers work streams. These workstreams are currently being reviewed and revised to best reflect our regional shared priorities.

In addition, the regional funding model co-ordinated again by the West Glamorgan team ensures the right governance and scrutiny to manage available funding in the most effective and transparent way across Health and Social Care.

3. Conclusions

Progress has been made against the policy commitments of Council surrounding Better Care and as we head into the new financial year this work will continue to develop and any opportunities for further improvement will be capitalised.

4. Legal implications

4.1 None

5. Finance Implications

5.1 Financial implications have been reviewed, discussed and agreed via budget setting governance structures.

6. Integrated Assessment Implications

6.1 The principles and priorities described 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 improvement strategy in Adult Services will continue to complete specific 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.

Background Papers: None

Appendices:

Appendix A: Integrated Impact Assessment Screening



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