



**ADSS Cymru**

Leading Social Services in Wales

Yn arwain Gwasanaethau  
Cymdeithasol yng Nghymru

## **Welsh Government Delivering Transformation Grant (DTG)**

### **An analysis of the Local Authority Social Care Plans**

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## 1. Document version

No.	Description
0.1	Initial draft  Based on plans submitted by 26/09/2018 so that the document can be considered by the DTG working group on 12/10/2018
0.2	2 additional plans submitted and incorporated

## 2. Document description

- This report is the second area of analysis for the Delivering Transformation Grant project
- It looks at the individual Local Authority social care plans and describes future plans, common and differing priorities and actions. It also looks at the link between the Local Authority social care plans and the Regional Area Plans
- This paper will inform the Welsh Government Delivering Transformation project

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## 4. Executive Summary

- The Association of Directors of Social Services Cymru (ADSS Cymru) has been commissioned by the Welsh Government to lead on a programme of work around Delivering Transformation which includes understanding the current situation and predicted future pressures on social care in Wales.
- This first phase of analysis for the project involved looking at demographic context, current needs and future demands on social care.
- This document reports the second phase of analysis, looking at individual Local Authority social care plans to describe future plans, common and differing priorities and actions. It also looks at the link between social services plans and the Regional Area Plans.
- Population Needs Assessments and Regional Area Plans are set out as requirements of the Social Services and Well-being (Wales) Act.
- Individual Local Authorities need to plan their business to meet local needs, the areas identified in the Local Area Plan as well as Council priorities and National priorities.
- Local Authority planning documents are **not** statutory and exist in many and varied forms across the 22 Local Authorities. There is no recommended template for a Local Authority social care planning document.
- The documents provided varied greatly in length and content, for example some included a risk evaluation, others did not. Some Local Authorities sent a one-page document, others over 100 pages.
- It may have been helpful when requesting social care plans to suggest areas of information that were required, for example aims, actions, measures, risks. However, we did not want Local Authorities to create new planning documents to meet the needs of this exercise. This analysis is simply based on the information provided, if some aspect of information was not provided we cannot assume that it doesn't exist.
- For version 0.2 of this document 14 out of 22 Local Authorities provided plans.
- Most plans provided linked their priorities and actions to implementing the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016. They also linked to the sustainability principle in the Well-being of Future Generations (Wales) Act 2015.
- Most plans stated that their aim to transform and modernise social services is a key objective in their Council plan and it will also be monitored at corporate level.
- Common areas across Regional Area Plans and social services plans were
  - Safeguarding vulnerable people
  - Keeping people independent and within their own homes
  - Strengthen families and provide family support
  - Strengthen communities
  - Keep people involved in the development of services
  - Providing fully joined up care
  - Ensure people can get the right advice at the right time

- Most plans also included workforce actions to support meeting these other aims. More training, and a reduction in sickness and turnover are key enablers to addressing social services priorities.
- Whilst prevention also featured heavily across the regional and Local Authority plans, Regional Area Plans mainly focussed on prevention as a way of achieving well-being outcomes for people who need care and support. Social Services plans took this further by identifying preventative action as a way of diverting or delaying the needs for social care services in order to make savings.
- Plans focus heavily on efficiency and savings. They set out actions which will result in savings and efficiencies for the Council. Efficiency was not set out as a priority in the Regional Area Plans. Social Services need to deliver the care and support needs for the future set out in their Regional Area Plans alongside Council pressure to make savings.

## 5. Introduction

### Background

- The Association of Directors of Social Services Cymru (ADSS Cymru) has been commissioned by the Welsh Government to lead on a programme of work around Delivering Transformation, which includes three areas of work during 2018-19.
  - Innovative funding models to meet social care needs
  - Innovative Care Delivery Models in the Community
  - The opportunities of pooled funds
- Two areas of analysis have been undertaken to support this work.
  1. **Welsh Government Delivering Transformation Grant (DTG): An analysis of the predicted increase in projected future pressures on social care and Regional Partnership Board plans to address these (September 2018)**

The first was a description of the current situation and predicted future pressures on social care in Wales. This included an analysis of the Regional Area Care Plans.
  2. **Welsh Government Delivering Transformation Grant (DTG): An analysis of Local Authority social care plans**

This report is the second area of analysis. It looks at the individual Local Authority social care plans and describes future plans, common and differing priorities and actions. It also looks at the link between the Local Authority social care plans and the Regional Area Plans.

## Legislation and policy for transformation

- It is generally understood that social care services needs to be transformed as the way services are currently delivered is unsustainable.
- The population is aging and social care budgets are not growing in line with the additional pressures this brings.
- Major legislative changes have been made in Wales over the last 5 years which set the legal context for transformation.
- **The Social Services and Well-being (Wales) Act 2014<sup>1</sup>** was developed to provide a legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.
- **The Regulation and Inspection of Social Care (Wales) Act 2016<sup>2</sup>** followed the Social Services and Well-being (Wales) Act 2014 as the second step in making social services in Wales sustainable. The Act brings with it a move away from monitoring compliance to measuring success and impact. It makes the regulatory regime consistent with the changes which are being delivered by the Social Services and Well-being Act 2014.
- **The Parliamentary Review of Health and Social Care in Wales: A Revolution from Within: Transforming Health and Care in Wales** was published in January 2018<sup>3</sup>. It has been developed on the premise that the vision for health and social care in Wales should be “to revolutionise care so that it empowers individuals to take decisions, tailors care to the individual’s expressed needs and preferences, is far more proactive and preventative, is provided as close as possible to people’s homes, is seamless, and is of the highest quality”.
- **The Well-being of Future Generations (Wales) Act 2015<sup>4</sup>** sets a duty on public bodies to improve the social, economic, environmental and cultural well-being of Wales. The public bodies listed in the Act include Local Authorities and Local Health Boards. The Well-being of Future Generations (Wales) Act 2015 specifies that population assessments undertaken as a result of the Social Services and Well-being (Wales) Act 2014, must be taken into account by the Public Services Board as part of the process of undertaking their local well-being assessment. There is a duty within the Well-being of Future Generations Act for public bodies and Public Services Boards to take into account the sustainable development principle, which is made up of five ways of working including integration. These are:
  - a. Long term
  - b. Prevention
  - c. Integration
  - d. Collaboration

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<sup>1</sup> Social Services and Well-being (Wales) Act 2014 <https://www.legislation.gov.uk/anaw/2014/4/contents>

<sup>2</sup> Regulation and Inspection of Social Care (Wales) Act 2016  
<http://www.legislation.gov.uk/anaw/2016/2/contents/enacted>

<sup>3</sup> The Parliamentary Review of Health and Social Care in Wales: A Revolution from Within: Transforming Health and Care in Wales <https://gov.wales/topics/health/nhswales/review/?lang=en>

<sup>4</sup> The Well-being of Future Generations (Wales) act 2015  
<http://www.legislation.gov.uk/anaw/2015/2/contents/enacted>



e. Involvement.

- In September 2017 the Welsh Government published '**Prosperity for All**'<sup>5</sup> : its national strategy to deliver its key priorities for the rest of the Assembly term. The strategy is designed to drive integration and collaboration across the Welsh public sector, and put people at the heart of improved service delivery. Social care is identified as one of the 5 key priority areas which have the potential to make the greatest contribution to long term prosperity and well-being.

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<sup>5</sup> Prosperity for All <https://gov.wales/newsroom/firstminister/2017/170919-new-national-strategy-for-a-more-prosperous-wales/?lang=en>

## Requirements on Local Authorities

- The Social Services and Well-being (Wales) Act 2014 sets out the requirement for Local Authorities and Local Health Boards alongside the third and independent sector to
  - Identify care and support needs, and the needs of carers, in the area
  - look at the services and assets available to meet those needs
  - identify actions in response to the assessment and any unmet needs.These are known as the Regional Populations Needs Assessments.
- In April 2016, seven statutory regional partnerships came into being. Their purpose is to drive the strategic regional delivery of social services in close collaboration with health. The Regional Partnerships worked together to publish their Regional Population Needs Assessments by April 2017. This was the first time the regions had worked together in this way and Social Care Wales provided a toolkit for the assessment<sup>6</sup>. The geographical make-up of the Regional Partnership Boards is shown in **Appendix 2**.
- The Boards have a statutory duty to focus on the priority areas of integration set out in part 9 of the Social Services and Wellbeing (Wales) Act. These are:
  - Older people with complex needs and long-term conditions, including dementia.
  - People with learning disabilities
  - Carers, including young carers
  - Integrated Family Support Services
  - Children with complex needs due to disability or illness

To support this activity, Welsh Government has provided funding through the Integrated Care Fund (ICF).

- Regions looked at care and support themes across a number of core themes
  - children and young people;
  - older people;
  - health and physical disabilities;
  - learning disabilities and autism;
  - mental health;
  - sensory impairment;
  - carers who need support; and
  - violence against women, domestic abuse and sexual violence
  - secure estate, this is an additional themes for relevant regions
  - They also identified any other themes which were relevant to their area e.g. homelessness, substance misuse, veterans
- At the same time regions were undertaking the Population Needs Assessments, local areas were undertaking well-being assessments as part of the Well-being of Future Generations (Wales) Act 2015. These assess the state of well-being locally, set objectives and produce a plan designed to improve economic, social, environmental and cultural well-being in a local

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<sup>6</sup> Social Care Wales Population Assessment Toolkit <https://socialcare.wales/resources/population-assessment-toolkit>

area. Most regions conducted their well-being and population assessment work jointly and all regions are aware of the links between the two according to Social Care Wales.

- Following the publication of the Population Needs Assessment reports, each region produced an Area Plan, which sets out its regional and integrated priorities for the next five years. Requirements for area plans are set out in statutory guidance<sup>7</sup>. The plans set out what regions will do to respond to the care and support needs identified in the Population Needs Assessments. These plans were published in April 2018. Social Care Wales provided a toolkit with a clear template for the Area Plans<sup>8</sup> structured around the core themes used in the Population Needs Assessments.

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<sup>7</sup> Statutory guidance on Regional Area Plans <http://gov.wales/docs/dhss/publications/170404sguideen.pdf>

<sup>8</sup> Social Care Wales Area Plan Toolkit <https://socialcare.wales/hub/hub-resource-sub-categories/planning-and-promoting>

## 6. Methodology

This report presents an analysis of Local Authority Social Care Plans. It looks at

- What Local Authorities want to achieve, what are they going to do, how they are going to do it and how they will know when they have done it (see **Figure 1**).  
This has been organised by the core and cross-cutting themes used in the Population Needs Assessments and Regional Area Plans (see **Figure 2**). A few additional cross-cutting themes have been added that emerged from the social care plans.
- How the plan contributes to Regional Area Plans, Council or Corporate Plans and National priorities set by the Welsh Government (see **Figure 2**) as described in **section 5**.

### A variety of social care plans

- Population Needs Assessments and Regional Area Plans are set out as requirements of the Social Services and Well-being (Wales) Act.
- Individual Local Authorities need to plan their business to meet local needs, the areas identified in the Local Area Plan as well as Council priorities and National priorities.
- Local Authority planning documents are **not** statutory and exist in many and varied forms across the 22 Local Authorities. There is no recommended template for a Local Authority social care planning document.

### Analysis of contents of plans, not quality

- This analysis is based on the information provided by Local Authorities when 'Local Authority social care plans' were requested.
- The documents provided varied greatly in length and content, for example some included a risk evaluation, others did not. Some Local Authorities sent a one page document, others over 100 pages.
- It may have been helpful when requesting social care plans to suggest areas of information that were required, for example aims, actions, measures, risks. However, we did not want Local Authorities to create new planning documents to meet the needs of this exercise. We assume that Local Authorities have the plans and tools in place that they need to run their business from day to day. This analysis is simply based on the information provided, if some aspect of information was not provided we cannot assume that it doesn't exist.
- This analysis does not comment on the quality of the planning or planning documents provided but on their content.

**Figure 1:** Local Authority Social Care plans: Areas of consideration in this analysis

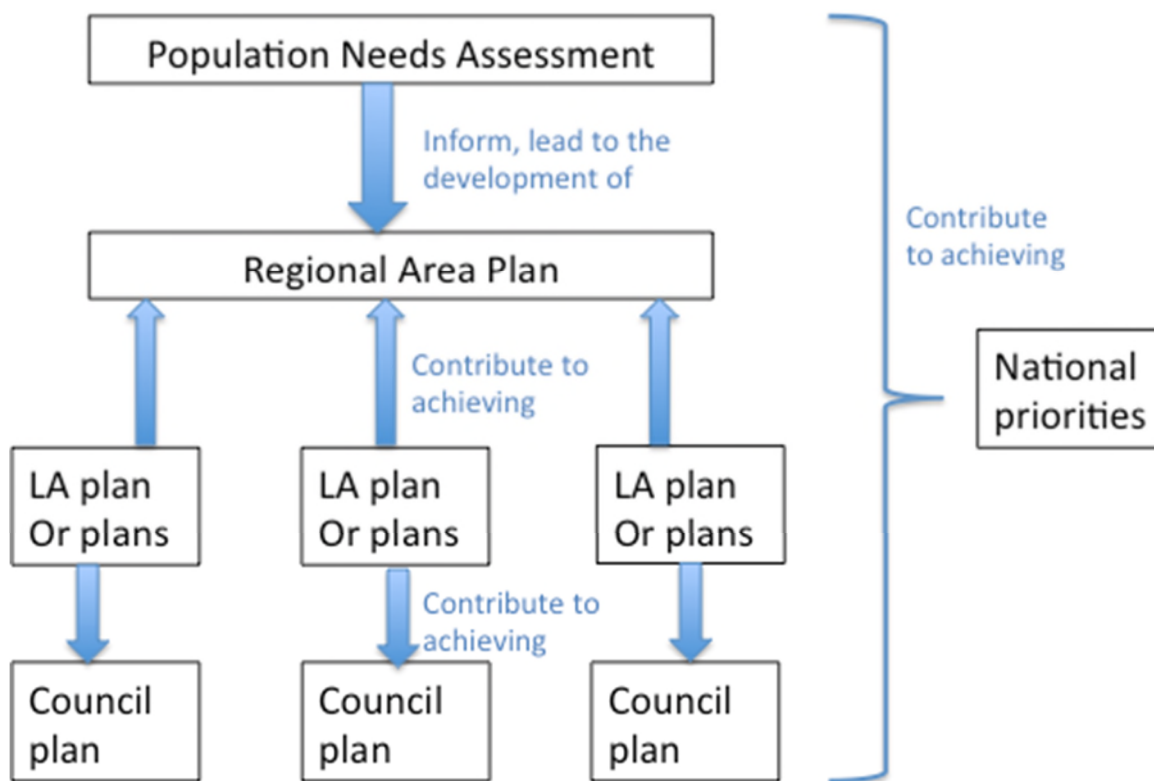
Area of analysis	Description	Examples
What the LA wants to achieve	<p>In the plans often called</p> <ul style="list-style-type: none"> <li>• Vision</li> <li>• Objectives</li> <li>• Aims</li> <li>• Priorities</li> <li>• Outcomes</li> <li>• Goal</li> </ul> <p>Although these have different definitions LAs have used them to describe what they are trying to achieve at a high level</p>	<p>“The Council’s vision is to deliver a modern sustainable model of social care to enable people to live as independently as possible within their own homes and communities”</p> <p>“Priority 3 – Smarter use of resources”</p> <p>Our goal is to ensure that children and young people are safe, living in families where they can achieve their potential and have their health, well- being and life chances improved within thriving communities— from childhood to adulthood</p>
What the LA will do to achieve the aims Actions	<p>Actions should be Specific, Measurable, Achievable, Realistic and Time-bound (SMART). Not all actions set out in the LA plans were strictly SMART but as long as they were specific as an activity that could be carried out, they have been included in the analysis.</p>	<p>Review reablement provision to ensure that the market can support safe and timely hospital discharges as well as step up and down care in the community.</p> <p>Deliver the Citizens’ Panel work stream and establish a Citizens’ Panel that complies with requirements of the Social Services and Well- being (Wales) Act.</p>
How The LA will know or be able to demonstrate it has delivered its aims	<p><b>Measures:</b> A quantifiable indicator used to assess how well an organisation or business is achieving its desired objectives. This can be quantitative (about an output) or qualitative (about views, these are more subjective)</p> <p><b>Outputs:</b> Something that is produced as a result of an action</p> <p><b>Evidence:</b> Something that indicates whether a proposition is true or valid</p>	<p><i>Quantitative measure:</i> The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later (Measure 20a)</p> <p><i>Qualitative measure:</i> Percentage of people reporting they were treated with dignity and respect</p> <p><i>Key output:</i> Children &amp; Young People Residential Framework</p> <p><i>Evidence:</i> Complaints reports</p>
Risk evaluation	<p>What could go wrong, how likely is it to go wrong and how can we stop it happening?</p> <p>Risks are usually worded “If X happens then Z”</p>	<p>If funding is reduced and/or related local budget pressures increase, then this may impact on capacity and investment to deliver planned changes</p>

	Risks are usually scored by looking at the likelihood of them occurring and the impact of they do occur	
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**Figure 2:** Themes for analysis of Local Authority social care plans

From Population Needs Assessment and Regional Area Plans	Core themes	Children and young people Older people Health and physical disabilities Learning disabilities and autism Mental health Sensory impairment Carers who need support Violence against women, domestic abuse and sexual violence
	Additional optional themes	Substance misuse Secure estate and offenders Asylum seekers and refugees
	Cross-cutting themes identified from analysis of Regional Area Plans	Workforce Information Systems Integration Prevention Access and transport Commissioning Information, Advice and Assistance Welsh language Strong and resilient community Advocacy
Additional cross cutting themes identified from the LA plans		Efficiency, prioritising and improvement Co-production and listening to customers Safeguarding Independence, voice & control and staying at home Equality

**Figure 3:** Local Authority Social Care plans: Links with other plans and priorities considered in this analysis





## 7. Analysis of LA social care plans

### 7.1 Information provided

For version 0.2 of this report information had been provided by 14 out of the 22 Local Authorities. The information provided varied greatly. Some Local Authorities provided one document covering the whole of social services, some with more than one, for example one for adults and one for children. Some Local Authorities provided a strategy on a page, others provided over 100 pages with contextual data, strategic context as well as aims, actions and measures. The names of the documents varied; Portfolio Business Plan, Service Plan, Strategic Delivery Plan, Priorities, Strategy on a Page.

The areas considered in this analysis are described in **section 6 (figure 1)**

- What the LA wants to achieve
- Actions (What the LA will do to achieve the aims)
- How the LA will know or be able to demonstrate it has delivered its aims
- Risk evaluation

Some Local Authorities provided the following information, which has not been considered in this analysis as it was considered in detail in phase 1 - An analysis of the predicted increase in projected future pressures on social care and Regional Partnership Board plans to address these. Also, it wasn't provided consistently across the responding Local Authorities.

- Context – demographic and financial data and / or predicted demand and need
- Strategic context
- Past achievements and key strengths
- Performance history
- Key challenges
- Models of operation

A description of the information provided is included in **table 1**.

**Table 1:** Planning information provided by Local Authorities for this analysis

Local Authority	Documents provided	No docs	No pages
Isle of Anglesey	Adult services service delivery plan	1	18
Gwynedd			
Conwy			
Denbighshire			
Flintshire	Social Services Portfolio Business Plan 2017-2022	1	23
Wrexham			
Powys	Provided joint area plan, not separate LA social care plan A Healthy Caring Powys: Health and Care Strategy 2017-2027, Delivering the vision, discharging our duties in relation to the joint area plan	1	111
Ceredigion			
Pembrokeshire	Children's Services Service Plan 2018-19 Adult Care and Strategic Joint Commissioning Service Plan 2018-19	2	41
Carmarthenshire	Supporting Independence, Keeping safe, Improving Health & Wellbeing: Our approach to managing performance  Departmental Business Plan: Communities 2017-20  Departmental Business Plan: Education & Children 2017-20	3	110
Swansea	Adult Services Improvement Programme 2018-2021 Providing an overview of key projects and priorities No documents for children's services	1	1
Neath Port Talbot	Adults Plan 2019-22 (full, easy read and plan on a page) LD Service Delivery Plan 2018-19 CYPS Plan 2019-22 (full, easy read and plan on a page) Mental Health Service Delivery Plan 2018-2019 People Directorate Strategic Business Plan for 2018-19 (full and plan on a page)	10	100
Bridgend	Social Services and Wellbeing Business Plan: One Council Working Together to Improve Lives	1	39
Rhondda Cynon Taf	Delivery Plan 2018-19 - Adult Services Delivery Plan 2018-19 - Children's Services	2	44
Merthyr Tydfil	Strategy on a Page: Community Well-being Strategy on a Page – Living Well	2	4
Caerphilly			

Blaenau Gwent	Social Services Directorate Plan 2018-22 Social Services Priorities 2018-2022 Adult Services Performance Position 2018-22 Children's Services Performance Position 2018-2011	4	46
Torfaen			
Monmouthshire			
Newport	Adult & Community Services Service Plan 2018/19 Children's Service Plan 2018 - 2022	2	78
Cardiff	Social Services Delivery Plan 2018-19	1	70
Vale of Glamorgan	Vale of Glamorgan Council Service Plan, 2018-2022, Resources Management, Safeguarding and Performance Vale of Glamorgan Council Service Plan, 2018-2022, Children and Young People Services Vale of Glamorgan Council Service Plan, 2018-2022, Adult Services	3	121

## 7.2 How plans contribute to national objectives

### National objectives

Most plans provided linked their aims and actions to objectives set out in the following documents

<b>The Social Services and Well-being (Wales) Act 2014</b>	Plans referred to the requirements to implement the Act Needing to contribute to the key themes of the Act <ul style="list-style-type: none"><li>○ Voice and control</li><li>○ Prevention and early intervention</li><li>○ Well-being and the well-being outcomes</li><li>○ Co-production</li></ul>
<b>The Regulation and Inspection of Social Care (Wales) Act 2016</b>	Plans referred to the requirements to implement the Act
<b>The Well-being of Future Generations (Wales) Act 2015</b>	Plans referred to the way they have looked at the sustainability principle in developing their plans and establishing <ul style="list-style-type: none"><li>○ A prosperous Wales</li><li>○ A resilient Wales</li><li>○ A healthier Wales</li><li>○ A more equal Wales</li><li>○ A Wales of cohesive communities</li><li>○ A Wales of vibrant culture and Welsh language</li><li>○ A globally responsible Wales</li></ul>

Two Local Authorities linked their aims and actions to

- Prosperity for All<sup>9</sup>: The Welsh Government's national strategy to deliver its key priorities for the rest of the Assembly term (September 2018)
- A Healthier Wales: Our plan for health and social care<sup>10</sup>: A written statement which responds to Prosperity for All with a long-term plan for health and social care
- The Parliamentary Review of Health and Social Care in Wales: A Revolution from Within: Transforming Health and Care in Wales (January 2018)
- More Than Just Words... Follow-on strategic framework for Welsh language services in health, social services and social care (April 2017)

Other Local Authorities referred to the following national trends / issues

- Issues with the Living Wages
- Nationally ageing population
- The national trend for increasing demand on children's services response to child sexual exploitation
- Cardiff referenced City wide outcomes agreed by Cardiff's Public Service Board partners

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<sup>9</sup> The Parliamentary Review of Health and Social Care in Wales: A Revolution from Within: Transforming Health and Care in Wales (January 2018) <https://gov.wales/topics/health/nhswales/review/?lang=en>

<sup>10</sup> A Healthier Wales, written statement (June 2018)  
<https://gov.wales/about/cabinet/cabinetstatements/2018/ahhealthierwales/?lang=en>

### 7.3 How plans contribute to Council objectives

Most plans stated that their aim to transform and modernise social services is a key objective in their Council plan and it will also be monitored at corporate level. They are taking forward one of the main aims of the Council to implement the Social Services and Well-being (Wales) Act. They also referred to their role in implementing the Well-being of Future Generations (Wales) Act as a corporate priority alongside other Council departments.

Plans focus heavily on efficiency and savings. They set out actions which will result in savings and efficiencies for the Council. More detail is provided in section 7.3.

They referred to the following strategies in their Local Authority or regions

- Mental Health strategies
- Older people's strategies
- Local well-being plans
- Single integrated plans
- Corporate improvement plans and performance frameworks

Some social services planning documents quoted the Local Authority's vision and referenced their part in achieving that vision

- Flintshire "A supportive Council"
- Pembrokeshire "Working together to improve life in Pembrokeshire"
- Vale of Glamorgan "Strong communities with a bright future"
- "A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities'

Other social services planning documents linked their aims to high-level Council aims around

- Healthy lifestyles and prevention
- Well-being for children and adults
- Independence within homes and communities
- Strong and resilient communities where people participate
- Being safe and safeguarding vulnerable individuals

Individual Local Authority Council aims, where provided, are summarised in **table 2**.

**Table 2:** Council aims and objectives brought in to social services planning documents

Local Authority	Council aims and objectives
<b>Carmarthenshire</b>	<p>The Well-being Objectives that the Department leads on are</p> <ul style="list-style-type: none"> <li>• Help to give every child the best start in life and improve their early life experiences</li> <li>• Help children live healthy lifestyles <sup>[L]</sup><sub>[SEP]</sub></li> <li>• Continue to improve learner attainment</li> <li>• Reduce the number of young people that are NEET</li> <li>• Increase the availability of rented and affordable homes <sup>[L]</sup><sub>[SEP]</sub></li> <li>• Help people live healthy lives (Tackling risky behaviour and Adult obesity) <sup>[L]</sup><sub>[SEP]</sub></li> <li>• Supporting good connections with friends, family and safer communities <sup>[L]</sup><sub>[SEP]</sub></li> <li>• Support the growing numbers of older people to maintain dignity and independence in their <sup>[L]</sup><sub>[SEP]</sub> later years <sup>[L]</sup><sub>[SEP]</sub> <sup>[L]</sup><sub>[SEP]</sub></li> <li>• Supporting good connections with friends, family and communities</li> </ul>
<b>Pembrokeshire</b>	<p>Pembrokeshire Well-being objectives</p> <ul style="list-style-type: none"> <li>• Continue to improve education outcomes so that every child achieves and contributes more than they thought possible.</li> <li>• Continue to change how we deliver social care by promoting prevention and healthy lifestyles to improve well-being</li> <li>• Support the right environment for businesses to grow and to assist secure and sustainable employment</li> <li>• Enable and facilitate a range of affordable and market housing in urban and rural areas</li> <li>• Self sustained, resourceful and vibrant communities</li> <li>• Protect our environment</li> </ul>
<b>Neath Port Talbot</b>	<p>Our Plan is in line with NPT's Well-being Objectives:</p> <p>To improve the well-being of children and young people: "All of our children and young people have the best start in life, so they can be the best they can be"</p> <p>Well-being Objective 2 - To improve the well-being of all adults who live in the county borough "Everyone participates fully in community life – socially and economically"</p>
<b>Bridgend</b>	<p>Council's priorities</p> <ul style="list-style-type: none"> <li>• Helping people to be more self-reliant</li> <li>• Supporting a successful economy</li> <li>• Helping people to be more self-reliant</li> <li>• Smarter use of resources</li> </ul>

<b>Local Authority</b>	<b>Council aims and objectives</b>
<b>Rhondda Cynon Taf</b>	Each action linked to council's corporate plan priority of People - Promoting independence and positive lives for everyone "
<b>Blaenau Gwent</b>	Supports the delivery Corporate Priority -'To improve accessibility, provision of information and advice to enable people to support their own well-being'  Supports the delivery of Corporate Priority -'ensure effective forward financial planning arrangements are in place to support the Council's financial resilience'
<b>Newport</b>	Newport Well-being Objective 3 - To enable people to be healthy, independent and resilient  Corporate Plan 2017 - 2022 <ul style="list-style-type: none"> <li>○ Resilient Communities</li> <li>○ Improving People's Lives</li> <li>○ Our City Council's key role is a facilitator and enabler with a focus on prevention</li> <li>○ Support people to remain living independently in their homes and communities</li> <li>○ Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness</li> </ul>
<b>Vale of Glamorgan</b>	Council's core values - Ambitious, Open, Together, Proud <ul style="list-style-type: none"> <li>○ An Inclusive and Safe Vale</li> <li>○ An Environmentally Responsible and Prosperous Vale</li> <li>○ An Aspirational and Culturally Vibrant Vale</li> <li>○ An Active and Healthy Vale</li> <li>○ Reducing poverty and social exclusion</li> <li>○ Promoting regeneration, economic growth and employment.</li> <li>○ Raising overall standards of achievement.</li> <li>○ Encouraging and promoting active and healthy lifestyles.</li> <li>○ Providing decent homes and safe communities</li> <li>○ Promoting sustainable development and protecting our environment.</li> <li>○ Valuing culture and diversity</li> <li>○ Safeguarding those who are vulnerable and promoting independent living</li> </ul>
<b>Cardiff</b>	Council priorities <ul style="list-style-type: none"> <li>○ Working for Cardiff</li> <li>○ Working for Wales</li> <li>○ Working for the Future</li> <li>○ Working for Public Services</li> </ul>



## 7.4 Social services priorities

Many of the areas of priority for social care from the Regional Area Plans were also priorities in social services plans. As expected, social services activities are actively contributing to meeting the needs identified in the Population Needs Assessments.

Common areas across Regional Area Plans and social services plans were

- Safeguarding vulnerable people
- Prevention and strengthening communities
- Keeping people independent and within their own homes
- Strengthening families and providing family support
- Keep people involved in the development of services
- Providing fully joined up care
- Ensure people can get the right advice at the right time

Most plans also included workforce actions to support meeting these other aims. More training, and a reduction in sickness and turnover are key enablers to addressing social services priorities.

Whilst prevention also featured heavily across the regional and Local Authority plans, Regional Area Plans mainly focused on prevention as a way of achieving well-being outcomes for people who need care and support. Social Services plans took this further by identifying preventative action as a way of diverting or delaying the needs for social care services in order to make savings.

All social services plans identified priorities and actions that would result in efficiencies. Efficiency was not a priority at the regional level. Regional plans aim to meet the needs identified within the Population Needs Assessment, that is the current and future needs of people in the area. Local Authorities, however, need to meet these needs but also save money. Council budgets have been cut over recent years and whilst social services budgets are being protected to some level, this protection is unlikely to be able to continue in the long term. Social services departments are being directed by the Council to make the most efficient and effective use of health and social care services, improve cost effectiveness, provide value for money and ultimately make savings.

## 7.5 Analysis of plans by theme

This section summarises the key things Local Authorities said they wanted to achieve in their plans and actions for achieving them. It also links and compares these to the priorities and actions set out in the Regional Area Plans.

### 7.5.1 Children and young people

#### **Looked After Children**

- Safely reduce the numbers of looked after children
- Provide a flexible and varied pool of placements that meet the needs of looked after children, provide sufficient and stable placements within the local area
- Some local authorities are looking at new models of residential provision
- Review Corporate Parenting strategies
- Improve transition arrangement from children's to adult services
- Improve fostering services, recruit more foster carers, training foster carers. Be involved in the development of a National Fostering Framework
- Supporting children who leave care and on transitioning to adulthood for example move-on housing opportunities (Bridgend), work with finance colleagues to establish a mechanism for care leavers to no longer pay council tax (Newport), Bright Start Traineeship Scheme (Cardiff)
- Improvements to adoption processes
- Increase public awareness of private fostering arrangements

#### **Support families**

- Early family support to reduce the numbers of services required

#### **Prevention for children**

- Tackling adverse childhood experiences
- Early intervention for emotional health and mental health and well-being, for example attachment and trauma service (Newport)
- Young people can access support in their communities
- Deal with anti-social behaviour and youth offending
- Developing Integrated Family Support Services

#### **Regional Area Plans**

- The priorities and actions in the social services plans feed directly into the priorities in the Regional Area Plans. There were the integration of services and improvement of mental health and well-being for children and young people.
- The issues identified in the Population Needs Assessments were increases in looked after children and concerns over mental health, bullying, self-harm and life satisfaction. These are being addressed in the social services plans.
- Actions from the Regional Area Plans were

- Programmes of integration, multi-agency work
- Early intervention and prevention initiatives
- Work with communities
- Increase practitioners, support and training

### 7.5.2 Older people

- Social services plans focus on keeping people independent and in their homes as long as possible. Powys, for example, is planning to develop their day time activities. Neath Port Talbot have actions around identifying older people who would benefit from the use of assistive technology to enable them to remain in their own homes.
- When people are no longer able to stay at home social services aims are to ensure they have the right model of residential care. Isle of Anglesey, for example is piloting a 'Very Sheltered Housing' model as an alternative to traditional models of care.
- Social services are developing the quality and breadth of nursing care provision and developing longer term solutions to meet the demands of complex care.
- Improving dementia services featured highly, in line with the priorities in the Regional Area Plans. This included providing better dementia services and appropriate care settings.
- Social Services plan to improve reablement provision so that people can be discharged from hospital quickly and safely.
- Tackle social isolation in older people
- These are in line with the Regional Area Plans priorities
  - Integration of services
  - Sustainable range of services
  - Sustainable provider market
  - Build community resilience, strong networks
  - Dementia

### 7.5.3 Health and physical disability

- The Regional Area Plan priorities are to promote healthy lifestyles, early intervention and prevention and manage long term conditions. They aim to do this by integrating services and reducing duplication.
- Most local authorities have actions in their social services plans to contribute to the Public Health Wales agenda by promoting healthy behaviours and increased levels of activity.
- Some are planning to develop service models for people with complex needs and long-term conditions.

### 7.5.4 Learning Disability and Autism

Social services plan to review and remodel the delivery of services for people with a Learning Disability. This is in line with the priorities set out in the Regional Area plans to

- Integrate of services
- Support independence

- Increase voice and control
- Active role in society
- Pooled budgets

### 7.5.5 Mental Health

Social services plans in relation to Mental Health focus on

- Promoting emotional and mental health
- Transforming services, promoting well-being and recovery, improving communication and providing alternatives to hospital admission for mental health problems.
- These are in-line with the priorities set out in the Regional Area Plans to integrate mental health services and to develop new strategies and plans.

### 7.5.6 Sensory Impairment

The social services plans provided did not provide specific detail about priorities or actions around sensory impairment. Priorities from the Regional Area Plans were

- Coproduction
- Multi agency approaches
- Make information more available and accessible

### 7.5.7 Carers Who Need Support

- The social services plans provided all identified actions around the provision of flexible respite care for carers, recognising the impact caring has on their own well-being. Neath Port Talbot also had actions around advocacy, training and befriending as services for carers.
- There were also actions across the board to improve information, advice and assistance for carers including young carers and to raise awareness of their entitlements.
- Neath Port Talbot specifically identified reducing the number of young carers as an action, as well as providing support to young carers.
- These priorities and actions feed directly into the Regional Area Plans priorities and actions
  - Integration of services
  - Provide more support for carers
  - Better information, advice and assistance for carers
  - Identify and recognise all carers
  - Provide more respite, pre-planned and emergency
  - Raise awareness

### 7.5.8 Other core and optional themes

The plans provided didn't include any further information on the following themes than identified in the Regional Area plans.

Violence against women, domestic abuse and sexual violence

- Increase awareness
- Education on equal and health relationships
- Prevention and early intervention
- Effective, timely and appropriate response

Substance misuse

- Integration of services Strategies
- Frameworks
- Develop Information, Advice and Assistance

### 7.5.9 Workforce

Workforce aims and actions were identified as essential to delivering all the other aims within social services plans. There are issues with the social care workforce and Local Authorities have plans in place to address these. There are also actions around implementing the Regulation and Inspection Act (Wales) 2014. These priorities and actions also reflect the key priorities and actions in the Regional Area Plans.

Plans include reviewing the workforce and developing strategies that cover

- Succession planning
- Recruitment and retention
- Sustainable workforce
- Workforce capability assessment
- Sickness absence
- Training plans
- Apprenticeship schemes

Local Authorities also aim to change the culture within the workforce and facilitate training in order to achieve

- Person centered care
- Relationship based practice
- Staff skilled to use technology
- Support staff through change
- Flexible staff

### 7.5.10 Information Systems

Regional Area Plans identified implementing the Wales Community Care Information System (WCCIS) and various technology solutions as priority actions.

Implementing WCCIS also featured as a priority for social services departments. The aim is to modernise IT systems and make operational delivery and performance management more efficient. Some Local Authorities are developing digital strategies, looking at processes with the aim of being lean.

Local Authorities are working towards improving assistive technology as a way to keeping people independent in their homes, prevent escalating need and enabling recovery, examples are

- Telecare and Telehealth
- Skype and remote consultations
- Tec at home
- Online therapy (Powys)

### 7.5.11 Integration

Most Local Authorities identified using the Integrated Care Fund to maximise integration within their plans.

Integration is key to providing joined up care and making efficiencies. Developing pooled funding and budgets is a key action across Local Authorities to achieve integration.

Local Authorities have various actions around providing new models of care

- Regional rural centres (Powys)
- Developing an integrated long-term care team (Swansea)
- A transition team to work jointly on complex cases and facilitate the smooth transfer from children to adults services (Neath Port Talbot)

### 7.5.12 Prevention

Prevention is a key priority for Local Authorities, driven by the Social Services and Well-being (Wales) Act and featured heavily in the Regional Area Plans. There is more detail in the Social Services plans.

- Preventative services to target the most vulnerable
- Information accessible to all
- First Point of Contact Services
- Community connectors
- Establishment of community hubs
- Training staff to support the use of early intervention / prevention models

### 7.5.13 Commissioning

Most Social Services plans provided include actions around developing the market for commissioning in order to develop a sustainable independent sector.

Many plan to review commissioning arrangements in their plans for

- Domiciliary care
- Residential care
- Day services
- Advocacy
- Learning disability services
- Physical disabilities services
- Sensory impairment services
- Mental health services.

Newport and the Vale of Glamorgan include actions around setting up joint commissioning arrangements.

### 7.5.14 Information, Advice and Assistance

Priorities and actions around Information, Advice and Assistance are

- Providing Information, Advice and Assistance from within the community, for example in hubs
- Providing a single point of access (sometimes called common access point) which effectively manage demand and appropriate referrals
- Developing community services directories (for example Dewis or Ask Sara) and website information
- Training staff in effective provision of information
- Developing standards and identifying good practice for IAA

### 7.5.15 Strong and resilient community

Actions around developing strong communities include

- Developing community hubs
- Repatriating activity to the Local Authority
- Identifying community services and letting people know about them
- Local Area Coordination
- Training staff to be skilled and confident working with the third sector
- Working with the third sector to build more community-based services

### 7.5.16 Efficiency, prioritising and improvement

All social services plans identified priorities and actions that would result in efficiencies. Efficiency was not a priority at the regional level. Regional plans aim to meet the needs identified within the Population Needs Assessment, that is the current and future needs of people in the area. Local Authorities, however, need to meet these needs but also save money. Council budgets have been cut over recent years and whilst social services budgets are being protected to some level, this protection is unlikely to be able to continue in the long term. Social services departments are being directed by the Council to make the most efficient and effective use of health and social care services, improve cost effectiveness, provide value for money and make savings.

They plan to do this by

- Minimising process and maximising technology
- Good financial management and monitoring
- Examining pooled budget at a national and regional level, strengthen partnerships
- Focus on greatest need, refer people to preventative services to delay needs and provision of services
- Focus on what works based on evidence, evaluation and feedback.

### 7.5.17 Co-production and listening to customers

Co-production is a key theme of the Social Services and Well-being (Wales) Act. Most of the Local Authorities that provided social services plans include co-production and listening to customers as key priorities.

Actions around co-production are

- Implementing coproduction models within commissioning processes
- Developing participation strategies
- Co-production in the delivery of services
- Co-production in the creation, delivery and monitoring of care and support plans
- Improved mechanisms for getting responses to consultations
- Developing a Children's Charter
- Establishing a citizen's panel

Actions to look at customer feedback include

- Developing customer strategies including learning lessons from complaints
- Guidance on escalating concerns
- Public communication and engagement framework

### 7.5.18 Safeguarding

There is strong corporate ownership of safeguarding as a key priority across the whole Council so safeguarding procedures are embedded within all aspects of Council processes.

Social services priorities and actions for safeguarding are:



- Reviewing safeguarding processes including corporate safeguarding and corporate parenting
- Reviewing strategies and policies, ensuring implementation
- Signs of safety practice
- Staff awareness of information sharing
- Better safeguarding decisions through the measurement of set criteria
- Quality assurance framework
- Engaging individuals in the safeguarding process
- Reviewing the process for Deprivation of Liberty Safeguards (DoLS)
- Raising awareness among the public and professionals, engaging with communities

#### 7.5.19 Independence, voice & control and staying at home

Social Services departments aim to keep people within their homes and communities for as long as possible in order to maintain independence and reduce costs of care and support.

The two main actions, across a number of Local Authorities to improve independence are

- Improved awareness and consideration of Direct Payments
- Increase provision of Direct Payments
- Improving reablement: reviewing reablement and increase skills

Other priorities and actions are

- Community resource team to promote greater levels of long term independence
- Intermediate care model delivery
- Review of placements and day care provision
- Work with health colleagues to facilitate timely discharge from hospital and reduce delayed transfers of care
- Implement Social Care Wales Care & Support at Home strategy

#### 7.5.20 Other cross-cutting themes

##### Welsh Language

Four of the 12 Local Authorities providing social services plans included priorities around the Welsh Language.

- Ensuring compliance with 'More than just' words
- Ensure compliance with the 'Active Offer'
- Supporting staff as Welsh learners and encouraging them to use Welsh in the work environment
- Promoting Welsh as part of the everyday conversations
- Flintshire has an action to make Welsh an essential part at the front door
- Cardiff is in the process of creating Welsh language social work posts

##### Equality

Four of the 12 Local Authorities providing social services plans include priorities around equality

- Remodelling equality impact assessments and training staff
- Ensuring people have fair access to services
- Making fees and charges consistent across all areas
- Improving knowledge of the diversity within the community and improving data to enable more informed decisions about service delivery

## **Advocacy**

Three of the 12 Local Authorities providing social services plans included priorities around Advocacy, developing advocacy plans and improving the provision of advocacy.

## **7.6 Risks identified**

Six out of the 12 Local Authorities providing social services plans included information on risk evaluation. The request for social services plans for this analysis did not specify what information was to be provided; therefore the absence of a risk evaluation does not mean it doesn't exist, simply that it wasn't provided.

Most risks were not specific to action / projects, they were more about the impact of high level priorities not being met or being unsuccessful.

For example, risk of not carrying out an action / responding to a priority

“If the Council does not identify an approach to develop a more active population it will not create a healthy, safe and prosperous County where people reach their full potential”

Only one Local Authority provided information on risks relating to actions. There may be more work for Local Authorities to do to identify and evaluate risks that will cause their projects or actions to not deliver.

For example , risk relating to a project or action

“If we have difficulty in recruiting service users and carers to participate in the panel then the project may not deliver the right outputs”

We would then expect mitigation activities, for example, offering incentives for people to join the panel etc. There may also be contingency plans, for example, using existing panels or user groups that are already established.

Some Local Authorities included business risks

For example, business risk

“There is a risk that ineffective information governance arrangements could lead to personal or sensitive information being inappropriately disclosed to third parties”

The main risks relating to impact of high level priorities were

- If efficiency does not take place this will result on further pressure on social care services and possible failure to provide priority services

- If transformation does not take place care will not be provided to individuals needing care and support
- If the Council does not develop a more active population more people will need care and support
- If the Council does not work in collaboration with partners it will not be able to transform social services within its existing budget
- If funding is reduced this may impact on capacity to deliver transformation
- Failure to implement legislative changes will leave the Council being non-compliant, loss of reputation
- If workforce issues are not resolved there may be insufficient capacity to deliver transformation

## 7.7 How LAs will demonstrate they have achieved their aims

Seven out of the 12 Local Authorities providing information included lists of performance measures they will use to help them know whether they have achieved their aims. Many used Welsh Government performance measures, local indicators were also included. Qualitative outcome based measures were included as well as quantitative measures. Most assigned indicators to each priority in order to assess progress against each priority.

Rhondda Cynon Taf also included information on other evidence they will use to know whether they have achieved their aims

- Complaints and compliments
- Regulatory audits and inspection reports
- Feedback from service users surveys
- Quality assurance reports to various governance structures

## Appendix 1: List of Regional Partnership Boards with links to Population Needs Assessments and Area Plans

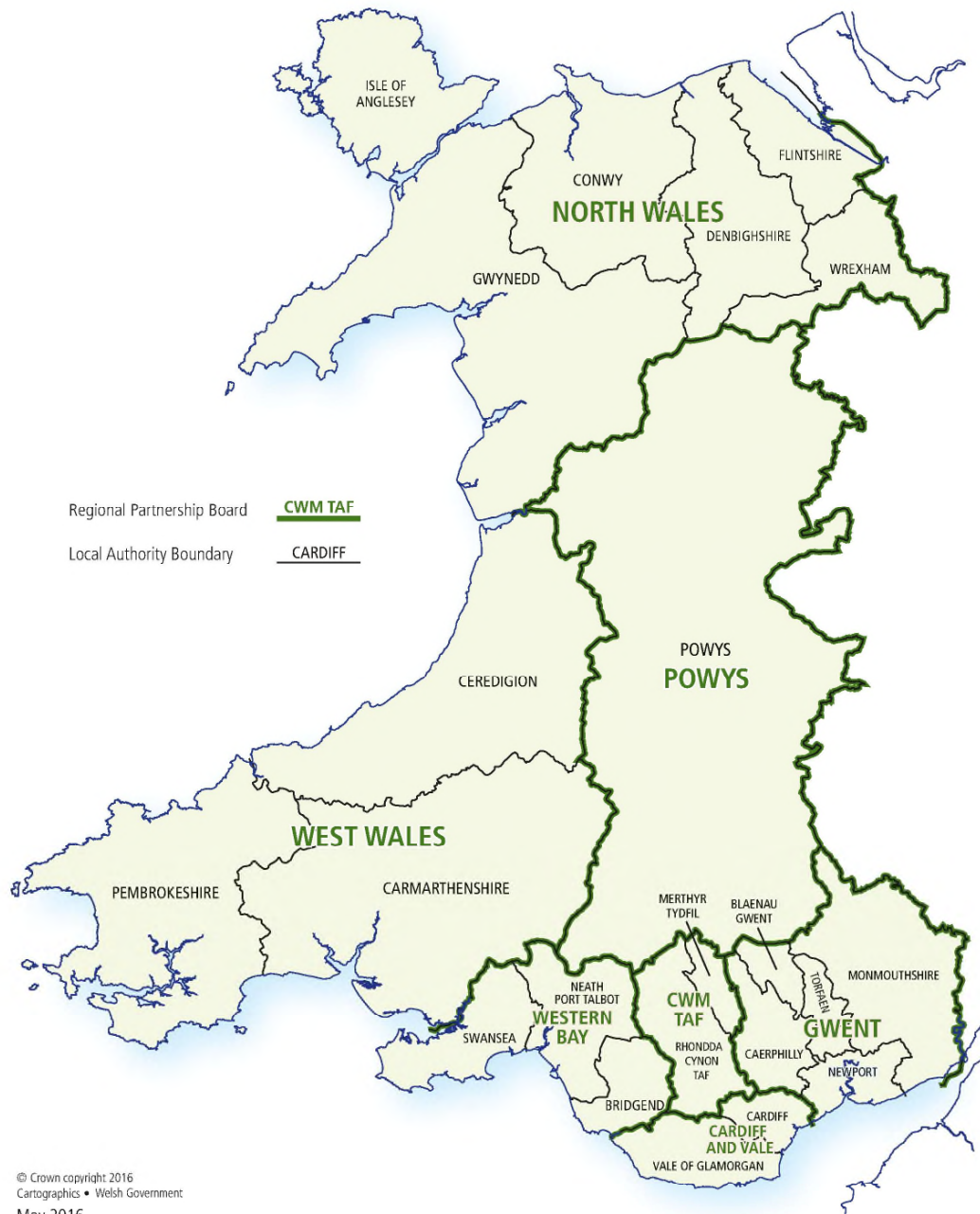
Regional Partnership Boards	Local Authorities	Population Needs Assessment	Area plan
Wales (compiled by Social Care Wales)	All	<a href="https://socialcare.wales/resources/care-and-support-in-wales-national-population-assessment-report">https://socialcare.wales/resources/care-and-support-in-wales-national-population-assessment-report</a>	Not applicable
North Wales	Isle of Anglesey Gwynedd Conwy Denbighshire Flitshire Wrexham	<a href="http://www.wales.nhs.uk/sitesplus/861/page/91335">http://www.wales.nhs.uk/sitesplus/861/page/91335</a>	Regional plan <a href="https://www.northwalescollaborative.wales/north-wales-population-assessment/regional-plan/">https://www.northwalescollaborative.wales/north-wales-population-assessment/regional-plan/</a>
Powys	Powys	<a href="http://pstatic.powys.gov.uk/fileadmin/Docs/Adults/Integration/Powys_Population_Assessment_Summary_Final_V1.pdf">http://pstatic.powys.gov.uk/fileadmin/Docs/Adults/Integration/Powys_Population_Assessment_Summary_Final_V1.pdf</a>	Joint area plan <a href="https://customer.powys.gov.uk/article/1742/Powys-RPB-Documents">https://customer.powys.gov.uk/article/1742/Powys-RPB-Documents</a>
West Wales	Ceredigion Pembrokeshire Carmarthenshire	<a href="http://www.wwcp.org.uk/wp-content/uploads/2017/03/West-Wales-Population-Assessment-March-2017.pdf">http://www.wwcp.org.uk/wp-content/uploads/2017/03/West-Wales-Population-Assessment-March-2017.pdf</a>	Area plan <a href="http://www.wwcp.org.uk/featured-on-home-page/area-plan/">http://www.wwcp.org.uk/featured-on-home-page/area-plan/</a>
Western Bay	Swansea Neath Port Talbot Bridgend	<a href="http://www.westernbaypopulationassessment.org/en/home/">http://www.westernbaypopulationassessment.org/en/home/</a>	Area plan <a href="http://www.westernbay.org.uk/areaplan/">http://www.westernbay.org.uk/areaplan/</a>
Cwm Taf	Rhondda Cynon Taf Merthyr Tydfil	<a href="http://www.ourcwmtaf.wales/cwm-taf-population-assessment">http://www.ourcwmtaf.wales/cwm-taf-population-assessment</a>	Well-being area plan <a href="http://cwmtaf.wales/how-we-work/plans-and-reports/cwm-taf-social-services-and-well-being-area-plan/">http://cwmtaf.wales/how-we-work/plans-and-reports/cwm-taf-social-services-and-well-being-area-plan/</a>

Gwent	Caerphilly Blaenau Gwent Torfaen Monmouthshire Newport	<a href="http://www.blaenau-gwent.gov.uk/resident/health-wellbeing-social-care/social-services-well-being-act/population-needs-assessment/">http://www.blaenau-gwent.gov.uk/resident/health-wellbeing-social-care/social-services-well-being-act/population-needs-assessment/</a>	<a href="https://www.blaenau-gwent.gov.uk/news/draft-area-plan.aspx">https://www.blaenau-gwent.gov.uk/news/draft-area-plan.aspx</a>
Cardiff and the Vale	Cardiff Vale of Glamorgan	<a href="http://www.cvihsc.co.uk/about/what-we-do/population-needs-assessment/">http://www.cvihsc.co.uk/about/what-we-do/population-needs-assessment/</a>	<a href="http://www.cvihsc.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/">http://www.cvihsc.co.uk/about/what-we-do/cardiff-vale-glamorgan-area-plan/</a>

## Appendix 2: Regional Partnership Boards

# WALES

## Regional Partnership Boards



**OGL**