



Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol

**Social Services, Health and Housing
Directorate – A Strategic Business Plan
for Adult and Children’s Services**

January 2018



**Improving Outcomes,
Improving Lives**

*promoting high quality, responsive, citizen
centred social care*

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Social Services, Health and Housing Directorate Overarching Strategy

Foreword

We are pleased to present the Strategic Business plan for Adult and Children's Social Care for the period 2018 – 2019.

This plan sets out the Council's plans for the future of the Social Services, Health and Housing Directorate covering children's and adult social care in Neath Port Talbot. The proposals are set against a background of increasing demand for our services and economic pressures requiring budgetary savings.

The provision of good social care support remains a priority for the Council and we will always try to consider the needs and preferences of the individual as we face the challenges ahead, but we will also have to balance this against effective and efficient use of our increasingly limited resources.

At a time when there are increasing pressures on the Council's budget fundamental changes to the way we provide care and support services need to happen. *Continuing with current service models is not an option.*

We must ensure that we have sufficient resources to meet the needs of all children, adults, families and carers who are assessed as eligible for social care support. In doing so, we must focus our resources on models that prevent, delay and reduce the need for long term care and support.

The focus of this plan is therefore promotion of health and well-being of citizens so that they can remain independent in their own communities for as long as possible. It is a challenge we will face together.



Councillor Alan R. Lockyer
Cabinet Member for Children's Social



Councillor Peter D. Richards
Cabinet Member for Adult Social Services

Vision and Guiding Principles

Neath Port Talbot CBC's vision is to create *a Neath Port Talbot where everyone has an equal opportunity to be healthier, happier, safer and prosperous*¹. To that end the work of the Social Services, Health & Housing Directorate will embrace the following well-being objectives as defined in our Corporate Improvement Plan:

- **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”

- **To Improve the Well-being of all adults who live in the county borough**

“Everyone lives a fulfilled life and is secure in their old age”

To achieve this vision a whole systems approach is needed, working in partnership with local communities and partner agencies. By working more closely we expect Children's and Adults social care to become more efficient and effective, with the intention of improving service quality. In doing so we are committed to working in a way which achieves our overarching objectives.

Overarching Objectives

Our goal is to keep people as independent as possible for as long as possible. This can include short term interventions which reduce the need for long term care, or services which help people to regain the independence.

We will therefore focus on:

1. Creating strong communities and enabling people to have a greater contribution
2. Implement approaches which help manage the demand for traditional care services and the need for long term care in the community by commissioning or providing services that support independence

¹ NPTCBC Single Integrated Plan 2013-2023

3. Strengthen the routes into the social care system to give the right advice at the right time
4. Focus on approaches which seek greater independence at every opportunity, for those people already receiving social care
5. Create seamless support and services to promote positive transition for young people
6. Improving the quality of social care services provided and safeguarding people within the borough

At the highest level we want to:

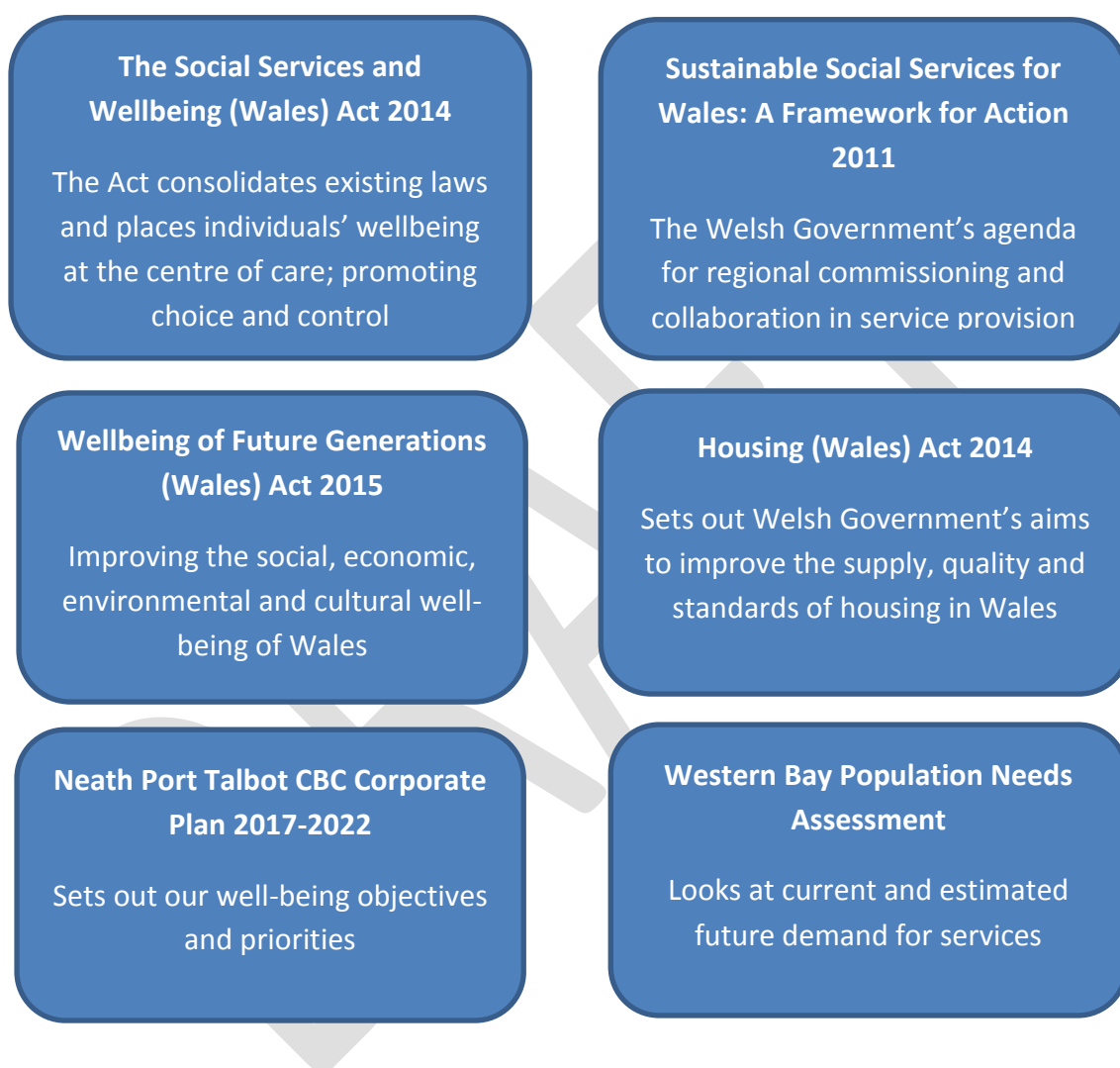
- ✓ Promote independence, choice and control
- ✓ Stimulate communities to work in an Asset Based model
- ✓ Develop modern responsive services with a reablement / rehabilitation / recovery philosophy
- ✓ Create new models of care and support within the community
- ✓ Develop a robust market which can respond to changing demands in the future
- ✓ Engage in development of prevention and well-being services
- ✓ Value the role that carers

Drivers for Change

There are a number of factors influencing why we need to change how we deliver social care to the citizens of Neath Port Talbot. The Council recognises that to best meet the needs of those requiring care and support it needs to shift focus from tackling ill health to promoting good health, well-being and independence. The Council's intentions are directed by national policy and legislation and shaped by local demand.

Strategic Context

There is important law and national guidance influencing the commissioning of health and social care services for children and adults, including:



The above represent just some of the key documents which guide how we intend to reshape social care in Neath Port Talbot, in line with national and local policy.

Financial

The Council continues to face financial constraints requiring further budgetary savings. The overall Social Services budget for 2017-18 stands at approximately £76.4 million, with significant savings needed to be made in 2018-19 and 2019-

20. Our focus will therefore be on services which promote independence and delay, reduce or remove the need for long term social care.

Demographics

Neath Port Talbot has a population of approximately 140,000 people, including around 40,700 children and young people (aged up to 25 years), and 29,200 people aged 65 and over.

Our population is growing and the number of older people is particularly increasing. The table below² shows projected changes in population levels in Neath Port Talbot for key age groups between the years 2017 to 2021, and between 2017 and 2030:

Age Group	Predicted change	
	2017 – 2021	2017 - 2030
Population aged 0-25	-1.4%	-3.0%
Population aged 18+	+0.2%	+1.5%
Population aged 65+	+5.8%	+22.6%
Population aged 85+	+8.1%	+49.1%

The birth rate is predicted to fall in Neath Port Talbot for some years while the number of older people is expected to rise. Although people are living longer, they are not necessarily healthier.

In 2017 it is estimated that around 1,950 people aged 65+ living in Neath Port Talbot have Dementia. This is projected to rise by 8% to more than 2,100 people by 2021, and by 38% to more than 2,700 people by 2030. The increases for those aged 85+ are even more dramatic, projected to rise from around 900 currently to over 1,300 people by 2030.

In addition, it is estimated that there are around 2,600 people aged 18+ with a learning disability, and almost 8,400 people aged 16+ predicted to have a mental health problem.

Whilst these increases are lower than the Wales average, they nevertheless potentially represent substantially greater demand on our services in future.

² Figures obtained from Daffodil Database – Projecting the need for care services in Wales

As such we must effectively plan what services will look like in future; this will include new models of local service delivery.

Our Priorities - What we plan to do

In view of the context outlined above we have much that we want to achieve to modernise the delivery of social care within the County Borough. The following section outlines the areas of priority we are planning to work on over the next 16 months and beyond in order to progress the overarching objectives. Included within this section are key examples of the actions required, which will add greater context to how the priorities will be met.

Priority 1 – Cross-cutting themes

Greater integration of working arrangements between Children and Young People Services (CYPS) and Adult Services

We will share good social work practice across the various teams and integrate functions where it improves effectiveness and efficiency.

To achieve this, we will:

- a) Embed the Social Services, Health and Housing Directorate business strategy for the directorate and take forward the key actions over the next 12 months.
- b) Implement a shared “front-door” provision to provide a single point of contact through which anyone in Neath Port Talbot can be referred
- c) Take forward the development of a pilot ‘Transition Team’ to jointly work complex cases and facilitate their smooth transfer between CYPS and Adult Services, creating a ‘pathway to adulthood’.
- d) Ensure children and adults are safeguarded; we have brought together separate children’s and adults safeguarding teams under one senior manager to ensure consistency of working
- e) Ensure there are robust Quality Assurance arrangements to drive quality care provision in line with regional Quality Frameworks.
- f) Work in line with regional quality frameworks where they exist and develop local quality frameworks across all service areas to ensure all commissioned services help people achieve positive outcomes.

Priority 2 – ‘Asset Based’ Approach

To build strong communities and empower people

We will employ a strategy that diverts demand through early intervention and prevention by identifying community based services which will better meet people’s needs.

People will be eligible for a care and support package if their needs ‘can and can only’ be met by social services intervention. The person will be assessed to see if their needs can be ‘sufficiently met’ by support coordinated by themselves, their family or carer, or by community-based services. If this is not the case, they may be eligible for a care package managed by the Council.

This new ‘Asset Based Approach’ is a very different way of determining eligibility for services. It is difficult to predict how this might affect the number of people who will receive services in the future but is a factor that could impact on the overall cost of provision.

To achieve this we will:

- a) Develop an Asset Based Approach to share responsibilities with individuals, families and communities to build on people’s strengths.
- b) Strengthen our approaches to Local Area Co-ordination to help create local community infrastructure.
- c) Create opportunities for choice and control through the provision of a direct payment.
- d) Maximise people’s benefits through the Welfare Rights Unit.

Priority 3 – Early Intervention & Prevention

Strengthen approaches to early intervention, prevention and wellbeing

A key objective is to keep people as independent for as long as possible by reducing or removing the need for long term care. Information, advice and assistance, as well as access to good quality advocacy services can ensure that citizens are well informed to make the right decisions for themselves. We also know that technology can help play a part in helping people maintain their independence.

To achieve this we will:

- a) Provide a robust information advice and assistance service and promote the Community Services Directory.
- b) Offer an enabling approach through our Community Resource Team to promote greater levels of long term independence.
- c) Continue to explore the use of innovative technology solutions to complement or prevent the need for care provision.
- d) Working with Welsh Government's Golden Thread Advocacy Project (GTAP) better commissioning will improve provision of advocacy services
- e) Improving the effectiveness of short term interventions such as reablement which delay or remove the need for long term care
- f) Identify those older people who would benefit from the use of assistive technology to enable them to remain in their own homes and communities for longer

Priority 4 – ‘Supporting People’ funding & Affordable Housing

To review supporting people funded services in light of changes in Welsh Government funding arrangements

Many services are dependent upon the specialist ‘supporting people’ funding stream. We need to ensure that resources are spent effectively and on services which promote independence, not create institutionalisation, and ensure local people can access quality, affordable housing.

To achieve this we will:

- a) Produce an annual update of the Supporting People Local Commissioning Plan.
- b) Carry out a re-commissioning across a range of supporting people services including: Young people; Learning Disabilities; Mental Health; and Domestic Violence.
- c) Develop housing units delivered through Social Housing Grant and intermediate care and innovation funds.
- d) Implement strategies to improve homelessness prevention.
- e) Make best use of funding to facilitate Disabled Facility Grants (DFGs).
- f) Over the next 4 years we will manage a programme of over £25 million of Welsh Government Housing Capital Grant that will deliver around 400 affordable new homes
- g) We are currently undertaking a homelessness review and will be publishing a 4-year Homelessness Strategy and associated Action Plan by the end of 2018

Priority 5 - Children and Young People

We want to make sure children and young people do not become institutionalised by the social care system. For those who require ongoing care as they become adults, this process and experience should be as seamless as possible.

Children's welfare and safety are paramount and we will ensure the best safeguards and support continue to be in place.

To achieve this we will:

- a) Use outcomes based assessments to ensure that people currently receiving a care package, as well as those who approach Social Services in the future, get the level of care appropriate to their needs*
- b) Children and young people will be better facilitated to play a more active part in the creation and review of their care and support plans*
- c) Safely reduce the numbers of Looked After Children and improve the quality of care*
 - i. Ensuring there are robust decision-making arrangements in place, prior to children becoming looked after.*
 - ii. Ensuring the sufficiency and stability of placements when children need to be looked after.*
- d) Implement outcome focused intervention across Adult and Children's Services*
 - i. Ensure Care and Support Plans are outcome focussed for adults receiving care and support.*
 - ii. Fully embed personal outcomes with regards to people who are in need of care and support.*
- e) Enhance participation and engagement arrangements for children, young people and their families.*
 - i. Children, young people and families contribute to strategic decision making.*
 - ii. Ensure co-production in the creation, delivery and monitoring of Care and Support Plans.*

- f) *Further develop our commissioning and delivery of Young People and Family Support Services*
- i. Develop intense support for families where the needs are critical in relation to neglect and emotional abuse.
 - ii. Fully integrate the services offered by Integrated Family Support Service (IFSS), into the requirements of CYPs.
 - iii. Carry out a re-commissioning exercise for CYPs to ensure there are effective crisis, supported housing and supported lodgings provision available.

Priority 6 - Older People's Services

Ensure there is a robust market to meet the demands for Older People with enabling approaches to Long Term Care

Demand for long term care is changing. Trends seen at a local, regional and national level indicate that demand for more 'traditional' residential care is falling. At the same time demand is increasing for more complex care, including nursing and specialised dementia care. In addition, domiciliary care remains a service area with large demands placed on it and a need to improve efficiency.

To achieve this we will:

- a) Develop robust market position statements, to inform the market in order to help respond to increased demands for complex care i.e. dementia care.
- b) Strengthen local domiciliary care provider base to ensure there is an effective and responsive flow into community services. We have introduced a Dynamic Purchasing System (DPS) which more quickly matches domiciliary care packages to those people in need of support at home.
- c) Review externally delivered domiciliary care packages to support people to achieve greater levels of independence; this can include the use of reablement services or the provision of assistive technology packages.
- d) Work with Occupational Therapists to develop opportunities to use equipment to create greater levels of independence and reduce the need for double handling care calls.

- e) Work with the care home sector to explore the development of long term solutions to better meet the demands for complex care, for example nursing and dementia care.
- f) Improve the way we collect and analyse data and other information to better predict the services needed now and in future
- g) Review the models of extra care (sometimes known as sheltered housing) with our partners to ensure they are effective for future needs
- h) Work with colleagues in health to develop integrated commissioning models and pooled budget arrangements for the care home sector.

Priority 7 - Complex Needs: Learning Disabilities & Mental Health Services

For people accessing learning disability services or mental health services, we will, in partnership with clients, carers, families and service providers remodel services and implement a 'progression' model of care.

We want to ensure that people do not become institutionalised and dependent on services. We will work with all partners to promote individuals' strengths and independence, and ensure they receive the care they need based on the outcomes they want to achieve.

To achieve this we will:

- a) Take forward outcome focussed assessments and review the commissioning arrangements for complex care. This will involve reviewing care packages of people with complex needs and work with providers to create a range of support and accommodation options.
- b) Implement an outcome focussed approach to promote greater levels of independence.
- c) Drive forward a remodelling exercise for Learning Disability Services and explore new models for the future.
- d) Carry out a review of Mental Health provision to develop a rehabilitation and community based model for the future.
- e) Create clear pathway models for complex care services to enable people to achieve optimum independence. This will include working with providers to develop a wider range of care, support

- and accommodation options which promote greater independence
- f) Work with providers to develop 'core and cluster' housing models; these consist of separate accommodation near each other to allow for shared support across a number of properties
 - g) We are piloting the use of Assistive Technology packages in learning disability supported living schemes; technology can help us better understand what staff interventions occur, enabling a move towards different models of staffing that promote independence
 - h) Improve the availability of services that promote rehabilitation and recovery for those experiencing mental ill health
 - i) As part of our commitment to community safety work with police and other partners to raise awareness of hate crime and make sure as far as possible that people with learning disabilities feel safe.
 - j) Work with colleagues in health to foster a joint approach for rebalement models and for the delivery of complex care services. Seek opportunities to drive forward integration between the Council and Health Board teams, in terms of the social work and commissioning arrangements for mental health and complex care services.

Priority 8 - Supporting Carers

To strengthen our planning arrangements and support mechanisms for carers

Neath Port Talbot has the largest community of unpaid carers and the contribution they make is immeasurable. We must do all we can to promote their rights and support their efforts.

To achieve this we will:

- a) Develop a Local Carer Strategy in partnership with the Local Health Board.
- b) Work collaboratively with NPT Carers Service to respond to the needs of carers within the Borough and ensure there are responsive assessments and support available to help carers continue in their important role.

- c) Review the way carers assessments are promoted and undertaken to ensure those carers with an assessed need receive the support they need
- d) In conjunction with stakeholders we will review our short breaks 'respite' policy and provision to ensure it continues to meet the needs of clients and carers

Summary

Clearly there is much to do over the coming months and our focus will be on delivering on the priority areas within this strategic business plan.

From this document each priority areas will have a detailed delivery plan to help drive forward the work over the next 12 months in order to meet the vision, principles and priorities laid out in this plan.

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