

Rhondda Cynon Taf Council

Draft Adult Social Care Strategy 2024-2030

The Council's Vision is for a Rhondda Cynon Taf where: People, communities, and business can grow and live in a healthy, green, safe, vibrant, and inclusive County Borough where they can achieve their full potential in all aspects of their lives and work, both now and in the future.

INTRODUCTION

Welcome to the Council's first Adult Social Care Strategy that sets out our vision and priorities until 2030, and the outcomes we expect to achieve, alongside our partners and stakeholders, on behalf of the residents of Rhondda Cynon Taf.

This strategy is developed with reference to 'Working with Our Communities' the Council's Corporate Plan (2024/30) and aligns particularly to the Council's wellbeing objectives for People and Communities - Supporting and empowering Rhondda Cynon Taf residents and communities to live safe, healthy and fulfilling lives.

As is the case for the Council's Corporate Plan, Adult Services is committed not just to make improvements for people accessing its services today but also has a responsibility to make sure our offer is fit to continue to support people with eligible needs live a good life in the future.

This strategy provides the framework that will guide and shape what we do, direct how and where we allocate our resources, manage, and mitigate strategic risks and inform how we train and develop our staff and support our Councillors to meet the current and future challenges.

Challenges such as:

- The growing vulnerability and complexity of need across our population, many of whom may experience poor health with complex care and support needs.
- The inequalities in health, education, work and life chances.
- The need to balance the competing needs and expectations of our population against the reality of reducing financial settlements for the Council.
- The need to manage the increasing cost of care associated with wider cost of living increases such as utilities, interest rates and inflation but also associated with an increasing value and recognition of the social care workforce and a compulsion to secure its supply.
- The imperative to maintain a recognised, motivated, skilled and flexible workforce that can help us to deliver excellent services to meet growing demand with optimism and ambition.
- The importance of working in partnership with a wide variety of stakeholders across a number of market sectors to enhance the efficiency and quality of the support options available for people.
- The requirement to meet the Legislative and Regulatory requirements that govern our work including specifically for adult services:
 - Social Services and Wellbeing (Wales) Act 2014
 - Mental Health Act 1983
 - Mental Health (Wales) Measure 2010
 - Mental Capacity Act 2014
 - Regulation and Inspection of Social Care Act 2016

These challenges mean we have to look to do things differently and change our service model to focus our adult social care resource where we can achieve the best outcomes for people.

Our model in summary will be to:

Encourage people to help themselves:

We will encourage and empower people to keep well and do as much for themselves as possible, for as long as possible, using their own personal strengths and resources as well as the assets they have around them either from family, friends or their community. This will include sometimes intervening at an early stage to avoid or reduce an escalation of need.

Support people when they need it:

We will work with people with good quality and intensive interventions to help them reach their optimum level of independence. Mostly this will require a short-term period of direct care and support but we will also explore how the use of equipment and technology can enhance people's ability to reduce their reliance on others.

Support people to live a good life:

For those people who have eligible needs that require longer term care and support we will commission services that are focussed on achieving what matters to the person and designed to restore, enhance and maintain their independence. We will in some situations deliver services directly or in partnership with our health service colleagues to meet the needs of people who are most vulnerable or who have the most complex needs.

CONTEXT FOR THE STRATEGY

Adult social care is an essential part of the fabric of our society, with an impact on the lives of adults of all ages (young people moving into adulthood, those of working age and those in older age) with a diverse range of needs (people with autism, people with a learning disability a physical disability a mental health condition including dementia, people affected by substance misuse and other people with long term conditions) and their unpaid carers.

People draw on adult care and support in different ways and at different stages of their life; some people will require support throughout their life whilst for others care needs develop suddenly or gradually at a specific point. Some people may only use social care for a short period to help them to regain, or maintain, their independence after being discharged from hospital whilst others need help for longer periods.

However, and whenever people need adult social care, the purpose of our intervention is to improve a person's wellbeing by facilitating what is needed for them to achieve what matters that they could not have done without our help.

The Social Services and Wellbeing (Wales) Act 2014 sets out our responsibilities as a local authority for improving the wellbeing of people who need care and support, and unpaid carers who need support, and for transforming social services in Wales. The fundamental principles of the Act are:

- **Voice and control**– putting the individual and their needs, at the centre of their care, and giving them a voice in, and control overreaching the outcomes that help them achieve wellbeing.
- **Prevention and early intervention**– increasing preventative services within the community to minimise the escalation of critical need.
- **Wellbeing**– supporting people to achieve their own wellbeing and measuring the success of care and support.
- **Co-production**– encouraging individuals to become more involved in the design and delivery of services.

In Adult Social Care, we are responsible for making sure that people can direct the care and support they need, to achieve what matters. We are also responsible for ensuring this care and support is well co-ordinated and effective. This does not always mean that we will provide the care and support directly ourselves but that we facilitate sufficient capacity and quality of care and support cross the Borough to meet the full range of eligible needs in the population.

Our intention is to develop long term partnerships with our commissioned service providers to support their investment in the local workforce and their commitment to good quality care. We also intend to support our community and voluntary sector partners to make sure alternative activities and wellbeing options that enrich people's lives continue to thrive in our Borough.

Adult Social Care is delivered in a variety of ways including directly through council services, services that we buy from other social care providers, the community and voluntary sector or by support from family and friends providing informal care.

At its best, Adult Social Care enables and transforms lives. It supports people to live the lives they want to lead, where they want to live them. There is enormous potential for social care to help people stay healthy, happy, and independent through scaling up our preventative, person-centred, strengths-based approaches. This is what we hope to harness and achieve through this strategy.

Much like the rest of the country, the population in Rhondda Cynon Taf is changing as set out below but of particular note is the 13% increase in people over 65 and a 25.4% increase in people over 85.

Headline population data

Now	Looking Ahead
<p>People Total population: 237,4972</p> <ul style="list-style-type: none"> ○ Aged 0-15 43,680 (18.4%) ○ Aged 16-64 147,030 (61.8%) ○ Aged 64+ 46,787 (19.7%) <p>32,170 people live alone, including 14,049 over the age of 66.</p> <p>Health <u>Life expectancy</u></p> <p>Male 77.0 years Male healthy life expectancy 57.1 years</p> <p>Female 80.5 years Female healthy life expectancy 60.7 years</p> <p>12.0% of people in RCT said they had disabilities which limited them a lot in their daily lives.</p> <p>11.2% of people in RCT provide unpaid care for family members or friends.</p> <p>Housing 68.5% of people in RCT own their own home (with or without a mortgage) 13.7% rent social housing. 17.7% rent private housing.</p>	<p>People 4.1% increase in population to 2030 with RCT projected to remain 3rd largest LA by population in Wales.</p> <p>By 2030 changes in the population are expected to be as follows</p> <ul style="list-style-type: none"> ○ Aged 0-15 42,861 (1.9% decrease) ○ Aged 16-64 151,377 (3% increase) ○ Aged 65+ 52,884 (13. % increase) ○ of which Aged 85+ 6573 (25.4% increase) <p>Health projections for Wales. 33% increase in the prevalence of stroke by 2035 22% increase in people living with diabetes by 2036. 70% increase in people living with dementia by 2040. 25% increase in people diagnosed with cancer per year by 2040.</p> <p>Housing 27% increase in single person households in 2043 25% increase of 1 adult households with children and a 16% reduction in 2 adult households with children</p>

RCT Corporate plan 2024-2030

It is estimated that around 10% of people over 65, rising up to 50% of people over 85 years live with frailty. This creates a risk to a person's overall resilience and likelihood of a full recovery from a health issue. Further, the projected increase in numbers of older people with complex care needs (such as dementia, which is expected to increase over the same period), presents a concerning forecast of increasing demands for statutory health and social care services. Particularly where Rhondda Cynon Taf also experiences a higher-than-average proportion of people with multiple chronic conditions and a lower than the Welsh average estimate of healthy life expectancy.

This presents us with a challenging Health and Wellbeing picture. We are fortunate that we have a positive tradition of joint working with the NHS to co-ordinate care for people with complex conditions and care and support needs particularly in areas such as learning disabilities, mental health services, hospital discharge and reablement. However, to effectively meet the scale and interdependency of needs anticipated from

an ageing population that live with more complex needs, we will have to facilitate a move towards a more integrated health and social care model.

A more integrated approach to meeting the health and social care needs of our population offers significant benefits. Having a strong social care voice during this process, means that we need to be clear about our vision, values and priorities for social care within the Council.

This is not just an Adult Social Care strategy; this is a whole Council strategy for Adult Social Care to inform the people of Rhondda Cynon Taf about our aims and intentions for social care up to 2030.

OUR VISION AND VALUES

Every person in Rhondda Cynon Taf that needs care and support is empowered to live in a place they can call home, with people important to them, in caring communities that look out for one another, doing things that matter to them.

The Council vision for Adult Social Care is fundamentally about:

- equity, social justice and respecting people's rights - we recognise the importance of being proactive and open as an organisation, to move beyond tolerance, towards understanding.
- valuing people for who they are, the strengths and potential they bring; leading healthy, happy lives, where they are in control and able to make the best choices for themselves and their families.
- rewarding and recognising the people working in social work and social care; they are respected, valued and empowered in their roles.
- people as active and equal partners in how we work together to co-produce, co-design, co-deliver and co-evaluate care services in Rhondda Cynon Taf.
- partnerships, organising and delivering social care support together with other partners, services to achieve the best outcomes and keep people safe from harm.
- participation, this includes being connected with others and participating positively in society. It includes people's rights to family life and for unpaid carers to have a life beyond caring.
- our communities in Rhondda Cynon Taf benefiting from and contributing to good quality social care. It's about creating places where people feel they belong, and they have equal access, irrespective of any disabilities they may have to be part of that.
- making Rhondda Cynon Taf a great place to live for everyone, whether they have care needs now, might have them in the future or are unpaid carers.
- at the heart it is about not doing to people or for people, but working with people and with partners, in ways that reflect the different places in Rhondda Cynon Taf.

Our values are key to the vision for Adult Social Care in Rhondda Cynon Taf as they define who we are, how we will work and what people should expect from adult social care in Rhondda Cynon Taf.

Being open, honest and trusted

- We will make sure conversations with people, staff and partners are strengths-based, focusing on what matters most to the person.
- We will seek to understand how we are making a difference and will share our progress in delivering on our priorities.

Treating people fairly

- We will put the person first and support people to build on their strengths and live as independently as possible.
- We will work collaboratively with partners to ensure people are treated equally and fairly. We believe the diversity of individuals and their communities are a strength.

Spending money wisely

- We will work collaboratively with partners to use all available resources as efficiently and effectively as possible.
- We will ask for feedback from people on their experience and outcomes and use this to improve how we work.

Working together

- We will work across the Council, with our partners, including those who deliver services on our behalf, and with people to support them to live a good life.
- We will support our workforce to ensure their wellbeing and they feel valued for the work they do and the commitment they bring.

Working with communities

- We will place people, families, and communities at the very heart of our work.
- We will recognise that sense of belonging, positive relationships and contributing to community life are key to people's health and wellbeing.

THE OUTCOMES

In Rhondda Cynon Taf, we work closely with colleagues across the range of health and care services, to ensure we deliver the best outcomes for people.

The outcomes define what we are working to achieve for the people of Rhondda Cynon Taf to help them live their best life. They give us direction and help us to prioritise and evaluate the work that we do to keep us on track.

Our vision for social care has been developed with our shared outcomes in mind and we will know we are succeeding when people agree with these statements.

1. I can get information and advice that is accurate, up to date and provided in a way that I can understand.
2. I know about the activities, social groups, leisure and learning opportunities in my community, as well as the health and care services.
3. I feel welcome and safe in my local community and can join in community life and activities that are important to me.
4. I am supported to make decisions by people who see things from my point of view, with concern for what matters to me, my wellbeing and health.
5. I have care and support that is coordinated, and everyone works well together and with me.
6. I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths, and personal goals.
7. When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place before change happens.
8. I can live the life I want and do the things that are important to me as independently as possible.
9. I feel safe and am supported to understand and manage any risks.

THE PRIORITIES

We are committed to co-producing solutions with the people who use our services, and we will be working with people to determine how we deliver on these priorities.

We think this will put us in a strong position to deliver our vision for the people of Rhondda Cynon Taf.

Our 6 priorities for the next 6 years are:

1. We will connect people to their communities.
2. We will make it simpler and easier for people to be independent.
3. We will support people to have a safe place to live where they feel at home.
4. We want people to have a connected system of support.
5. We want people to benefit from a well-trained, engaged workforce.
6. We will continually improve the standards and sustainability of the service.

Priority 1: We will connect people to their communities.

People need a sense of purpose and meaning in their lives to thrive. This could be taking up hobbies, building social networks, helping others, finding or accessing employment, education or lifelong learning. Most people can achieve all this themselves; but some need a bit of help such as information or signposting to community-based activities. Others may require advice and assistance from Adult Services to make or maintain their connections to their community and the local resources around them.

We understand the importance community connections have with regards to helping people live a good life, maintain a sense of wellbeing and contribute to the resilience and diversity of other people's connections.

Informal connections will often be more beneficial and effective for people than a reliance on formal care and support services. Obviously formal interventions have a role for people who need them but our aim will be to build on the strengths and assets already available to people from their community rather than replace them.

Of course, people who need care and support and unpaid carers who need support are best placed to advise on what matters to them including what they want to achieve and how - We will therefore make sure our practice is to co-produce plans and arrangements with people to make sure they reflect what is already working well.

Most people will have caring responsibilities at some point in their lives and those caring relationships will be varied; all unpaid carers play an important role in the lives of people with care and support needs. We recognise that many unpaid carers derive satisfaction and pride in their roles but also that caring can sometimes come at a personal and financial cost.

Whilst the health and wellbeing of unpaid carers is a clear priority for adult social care and we will make sure their caring role is supported as appropriate, we also need to make sure carers have opportunities to continue a life alongside their caring responsibilities either to access work, education, leisure or connections to community life.

How will we achieve this?

We will:

- Utilise information to better inform our understanding of local need and enable more targeted approaches to address the health and wellbeing of our population.
- Work with partners to create resilient communities that support people to stay well connected and engaged.
- Provide engaging, clear and easy-to-access information and support to people when and how they need it in order to stay healthy and well.
- Maintain an effective 'front door' service that adopts a person-centred, and strength-based approach, enabling earlier intervention by working with partners that prevent an escalation into more formal care and support.
- Support individuals with eligible needs to live and/or work more independently within their community working in partnership with others including the third sector to develop community connections, employment and volunteering opportunities.
- Ensure that our support conversations enable people to access both community and family resources, as well as, where relevant, commissioned services, to maximise their independence and achieve the outcomes that matter to them.
- Ensure unpaid carers are valued, recognised and supported to provide care in a way that supports their resilience, health and wellbeing.
- Invest in digital and community equipment to support and reduce demand for formal care, developing our assistive technology offer to enable people to remain as independent as possible within their own homes.
- Continue to work with partners to develop viable care and support alternatives and accessible housing to reduce and delay the need for long-term and more restrictive care.
- Work alongside our partners to support people to maintain their tenancies within their local community and with our commissioned providers to provide tenancy related support for those who live in supported accommodation.
- Work alongside our health partners in their aim to provide a more proactive approach to supporting people with chronic conditions and frailty to improve the health and wellbeing outcomes of the population.

Priority 2: Making it simpler and easier to stay independent.

Most people want to be able to do things for themselves and avoid reliance on others, particularly for personal care or basic daily living activities. Independence in this regard enhances choice and control and allows for autonomy and flexibility in day-to-day routines.

We know that levels of independence will differ for every individual but our focus will be to make sure every opportunity is taken to support people achieve as much independence as they can regardless of their condition or disability.

As people access health and social care services in different ways, we will continue to work with our NHS colleagues to make sure access to the advice and assistance we can offer to help people regain or maintain independent living skills and mobility is simplified.

How will we achieve this?

We will:

- Offer a range of goal-focussed interventions, available to all, to enable people living with changes in their physical, sensory, or mental health, relearn skills, recover or adapt to new ways of managing their lives.
- Work with individuals to find new ways of doing things for themselves so that they maximise choice and control over their lives.
- Advise on a wide range of equipment, adaptations and technology that individuals can use to reduce reliance on others and enhance independence, choice and control.
- Work with partners and individuals to support the expansion of travel training opportunities, to support individuals to access their local community and enhance their independence.
- Encourage all our providers, through our commissioning processes, to maintain an enabling approach to their care and support arrangements to ensure people continue to maintain their skills even when they require more formal and long-term assistance.
- Promote direct payment options and improve the processes for doing so, enabling people to maximise their choice and control about how to meet their care and support needs.
- Work with young people, their families and other involved services towards maximising their independence, drawing on young people's own aspirations for inclusion, education, employment and quality of life as part of 'preparing for adulthood' and effective transitional safeguarding.
- Work with unpaid carers to consider a wider range of simple respite options in the community that can support a life alongside caring and enhance resilience.

Priority 3: We want people to have a safe place to live where they feel at home.

Everyone needs to feel safe and protected at home in order to manage any other challenges that they may be facing. Most people with care and support needs want to be able to stay in their own homes for as long as possible but some may need temporary or longer-term accommodation with care and / or support either to facilitate independent living, to meet complex or deteriorating needs or to provide support through a period of recovery.

We know that our population is changing and that the traditional accommodation offer need to change. We will therefore continue to develop a range of good quality accommodation so that there are more options for people with care and support needs to achieve what matters to them regardless of their disabilities and conditions. Including for people needing accommodation for a short period of time or in a crisis.

Accommodation is an essential but expensive service and we are committed to making sure the accommodation we provide is as efficient and effective as possible to ensure our resources continue to support those that need it.

How will we achieve this?

We will:

- Increase and improve flexible, responsive accommodation options for older people.
- Work in partnership with our care provider market to ensure there is sufficient residential and nursing placements available in the care home sector to meet the future demand anticipated with the expected increase in the older population and associated incidence of frailty and dementia.
- Make sure the overall care home capacity across the Borough meets the needs of the population and that we work with in-house and external providers to maximise available resources.
- Make sure people with learning disabilities have access to accommodation with support that enables them to live as full and independent a life as possible in the community.
- Make sure alongside our NHS partners that people with complex needs have access when they need it to appropriate accommodation with the care and support, they need whether this is for a long or short period of time while they recover.
- Make sure that people have access, when they need it, to accommodation with support whilst they recover their mental health or work towards a recovery from substance misuse
- Where people recover their health and their ability to manage their own living arrangements is restored, we will support them to move on to more appropriate accommodation in a timely way.
- We will work with our supported living providers to make sure the overall capacity of the service resource is maximised whilst continuing to respect what matters to the tenants at each property.
- We will facilitate the availability of a range of reliable respite care options for people and their unpaid carers to support the continuation and resilience of people's care and support arrangements. This could be facilitated in a care home, shared lives or in a more specialist respite facility to reflect the diverse needs of the people that need our care.

Priority 4: We want people to have a connected system of support.

Connections are essential to providing the right support in the right place at the right time and to facilitate those connections Adult Services needs to maintain strong relationships and arrangements with a wide range of partners.

A key opportunity to connect people with eligible needs to the right place at the right time is at the point of assessment, re-assessment and review of the care and support/treatment plan.

The assessment is centred around the 'What matters' conversation and follows a 5-stage approach to considering with the person – their circumstances, the outcomes

they want to achieve, the barriers they face to achieving them, the risks of not achieving them and importantly what strengths and capabilities they have already that will support them. An effective 'What matters' conversation is a valuable opportunity for many people.

Not everyone at the conclusion of 'What matters to me' conversation will need the Council to facilitate a care and support/treatment plan as most people can draw on their own resources and support networks to maintain their wellbeing independently, often with just information and advice about what equipment or community resources are available. However, for some, a facilitated care and support/treatment plan is needed either for a short or longer period of time to achieve the outcomes they have identified. These plans are co-produced with the person and generally require the commission of a service to support, and not replace, what is already working well for the person. The review of the care and support/treatment plan is the opportunity to reflect on 'What difference' the plan has made and 'What next' in terms of any alterations needed to acknowledge improvements or to consider a different approach.

Whilst we know from what unpaid carers have told us that early contact with people for informal advice and support is valuable particularly to connect them into a life alongside caring, for some a more formal conversation to focus on their wellbeing, what matters to them and what would support them to continue in their caring role is necessary which may or may not result in an ongoing support plan facilitated by us. This, as with the other assessments and conversations, can be a valuable opportunity to connect with other people or services that can offer formal or informal support.

We know that people sometimes find health and social care services difficult to navigate and we have made changes to make it easier but also recognise we have more work to do.

We now have a clear remit as part of the Cwm Taf Morgannwg region to accelerate integration with our health partners and create a community model that can respond effectively to urgent needs to prevent reliance on hospital care as well as provide more effective ongoing health and wellbeing services to manage the growing complex care requirements of the population. Our key partner will be Cwm Taf Morgannwg Health Board but we also work in close partnership with Swansea Bay Health Board to support people with learning disabilities.

Systems of support are not always about the connection between health and local government services. Aim 1 has identified the importance of community and family connections but there are other important connections that matter to people with care and support needs such as those made on their behalf with our care and support providers, those they have with their housing providers, with the 3rd sector, with other Departments of the Council and between social care services within Adult Services as well.

How will we achieve this?

We will:

- Provide an effective assessment service to assist people achieve what matters to them. Where waiting lists for assessment are necessary, we will continually review according to agreed risk criteria and establish escalation processes to focused resources on those in greatest need and at most risk of harm.
- Provide an effective approach to the review of a care and support/treatment plan to make sure it's making the difference desired. Maintain a balance between the risks presented in the waiting list with the requirement to undertake the annual reviews whilst managing the allocation of work to the care management staff.
- Have good quality carer conversations with unpaid carers who seek more formal support from us to assist them with their role and responsibilities, contingency planning and achieving a life beyond caring.
- Work in partnership with Cwm Taf Morgannwg University Health Board to implement an integrated community health and social care service that can coordinate an effective and seamless approach, either as an urgent response to acute illness or crisis or to manage chronic and long-term health and social care needs. Linked to this is an integrated approach to supporting timely hospital discharge.
- Work in partnership with Cwm Taf Morgannwg University Health Board to provide a joint community mental health and older persons mental health service that can respond effectively to people in crisis, recovery or with complex longer-term needs.
- Work in partnership with the Cwm Taf Morgannwg region and the community safety partnership to deliver an effective substance misuse service that can support people to provide the best opportunity for sustained recovery.
- Work in partnership with Swansea Bay University Health Board to provide an effective joint learning disability assessment and treatment service that can respond effectively to people with complex needs.
- Work in partnership with colleagues in Children's Services to ensure the transition for young people and their parents/carers into Adult Services is a positive experience that appropriately supports a progression to independence and autonomy.
- Work jointly with our partners of the Cwm Taf Morgannwg Safeguarding Board to make sure effective local safeguarding arrangements identify risks early to prevent abuse and neglect and support vulnerable people feel safe and able to focus on achieving what matters to them.
- Develop a strong partnership with our new home care framework providers to refine the potential of the outcome-based service specification and maximise opportunities to deliver what matters to people.
- Encourage and support a healthy Microenterprise market across the Borough to give additional options for people to achieve what matters to them, and make sure there are effective mechanisms to connect people to this opportunity.
- Promote the option for people to manage their own care and support arrangements through direct payments and connect people to good quality support and advice to increase confidence to pursue this opportunity.
- Develop a range of daytime opportunities and day services for people with eligible needs. Our key aim as set out in Aim 1 is to assist people into mainstream

community opportunities. However, this may not be appropriate or accessible to people with more complex needs. Our responsibility will be to provide or commission a range of opportunities within our available resources and ensure we facilitate the connection for people to a service that can help them achieve the best outcome.

Priority 5: We want people to benefit from a well-trained, engaged workforce.

We work together creatively to offer innovative solutions and are trusted to make the right decisions for people. Our open and transparent way of working meets professional standards, follows best value principles, and considers the impact on our local environment and climate change.

Our work in Adult Services is challenging and heavily reliant on our workforce, their skills, resilience flexibility and commitment. The pandemic has demonstrated how important it is to recognise the social care workforce for the valuable contribution it makes to the people living in our County Borough but it also demonstrated how fragile some aspects of the workforce have become and focussed attention towards the future. The key priority for the Council over the next 5 years and beyond will be to develop a resilient social care workforce and secure the capacity required in the future to meet demand.

How will we achieve this?

We will:

- Deliver our Adult Social Care Workforce Strategy and supporting action plans to ensure:
 - We provide an environment to support an engaged, motivated and healthy workforce.
 - We attract, recruit and retain the best. people with the best values, attitude and commitment to work in social care.
 - We develop opportunities for seamless health and social care roles to support integration with health.
 - We build a digitally ready workforce.
 - Our staff have access to good quality opportunities for education and learning.
 - We make sure we plan for succession, particularly the leaders of the future.
 - We have the workforce capacity to meet the demands of the population.
- Alongside the workforce strategy we will develop a culture across all services, whether in-house or commissioned, that values what matters to the people and focusses on opportunities to support independence using the strengths and resources people already have.
- Support staff to work collaboratively with partners in health and the community; to understand each other's roles and acknowledge the strengths and opportunities offered from increased integration.
- Make sure our staff, including those working for our commissioned providers, are provided with the leadership and training to support people positively regardless of

their background, age, ethnicity, disability, sex, sexual orientation, religion, or belief.

- Make sure we provide opportunities and encouragement for our workforce to learn Welsh so that our obligation to provide social care services using the language of choice for people is secured.
will

Priority 6: Continually improve the standards and sustainability of the service.

Key to achieving continuous improvement will be the development of leadership behaviour that role models and reinforces desired cultural change. This will assist people understand strategy and direction and enable better decision making and responsiveness.

Our workforce strategy is intended to ensure people are equipped to do their job and feel empowered to face the changes ahead. Our focus on quality will continue in the workplace by supporting and developing the adult service leadership to promote and embed cultural change.

How will we achieve this?

We will:

- Develop a cultural change programme for Adult Services that meets the requirement of the Social Services and wellbeing (Wales) Act 2014 to transform our approach to social care prioritise, particularly to emphasise:
 - Co-production
 - An outcome focus that emphasises what matters to people and what difference is being achieved.
 - More consideration to the strengths and resources people have that can assist with achieving what matters and the informal assets available to them in their community.
 - The priority to enhance independence.
 - To explore new ideas and technology to create more choice and control over their own arrangements.
 - That we support and reinforce our values.
- Co-produce our strategic commissioning to design models of care that are based on the need and what matters to our local population, best practice and the resources available so that we purchase a full range of good quality services that are local, integrated, sustainable and at the capacity needed to offer choice people need to live a good life.
- Commission effective systems and processes in Adult Services to make sure we have access to reliable data and intelligence to support effective operational and commissioning decision-making.
- Make sure effective performance management systems are in place to illustrate how we are achieving the outcomes we have prioritised and also to support effective management of areas that require additional support.

- We will make sure our in-house direct care services have effective leadership and management capacity to deliver the required regulatory and expected standards of care and support, and that contract management and monitoring arrangements for our commissioned services are equally as effective.
- Make sure we have effective quality assurance frameworks in place that are used by managers to reinforce our service model and cultural change programme.
- Use every opportunity to enhance the learning opportunities for the organisation presented from examining all aspects of our practice – including the outcomes from the representation, complaints and compliments process and feedback from our engagement with our stakeholders.
- Maintain a clear focus on our financial position, and continue to consider ways to improve efficiency either alone or with others. Our priority is to ensure resources are focussed on people in greatest need and are sustainable.
- Continue to make sure we safeguard and protect adults at risk from abuse and neglect.