



# Adult Services Strategy 2024-2029

# Foreword from Director,

The Directors of Adult Social Services (ADASS) Road Map provides a clear summary of the challenges Adult Social Care have and continue to face. Covid-19 represented a historic challenge to our health and care services as it did to the country as a whole. As it has receded (but alas, not disappeared), it is increasingly clear that the threat of Covid-19 has been replaced by a more intractable crisis affecting almost all aspects of the NHS and social care, along with all those working in, or depending upon, health and care support.

Recent pressures on the NHS have again brought the challenges facing social care to the fore. This attention is welcome but tends to frame care as an adjunct to the NHS. Similarly, during the Covid-19 pandemic the plight of care home residents, staff and families was frequently featured in the media. But again, the emphasis was placed on residential care, with the impact on the many more disabled and older people living at home, and on the un-paid carers supporting them, less visible.

**Our Vision** for 2024-2029 sets a clear expectation for Adult Services in Swindon to ensure that the people they work with and for, have **“Lives, not Services”**. Informed by the Adult Social Care White Paper “People at the Heart of Care” (2021), the principles that underpin our **Strategy** are **Choice, Empowerment and Personalisation**.

Adult Social Care is more than a gatekeeper of funded residential and domiciliary services; it exists to enable adults of all ages and with a range of conditions to live their best life, either at home, or somewhere away from their home. When done well it can be transformative. It is this transformation that the 2024-2029 vision and strategy for Adult Services seeks to inspire.

To accompany the **Vision**, we have a **Strategy** which sets out the simple, but fundamental elements required to support everyone to have **a good life, a home, a friend, and a purpose**.

## Adult Services Strategy 2023-26: Lives, Not Services



This is why in Adult Services in Swindon we continue to embed and promote Strengths-Based, and outcomes focused practice and approaches with the people that access care and support. We will focus on what people can do, what informal support networks they can draw on and what resources and opportunities there are in the community, before we look to funded support. As evidence shows from both Swindon and other parts of the country, this improves outcomes for people as they are enabled to live enriched and purposeful lives, whilst they retain and maintain a greater level of independence

I am committed to creating the environment for best practice to flourish, so teams and services, recognise and promote the rights that protect all people who face inequalities, and the strengths and wellbeing of the people, families and communities to live their best life.



**Clare Deards**  
Director Adult Services

## Foreword from Cllr Ballman,

Good care and support makes a positive impact on the lives many people, enabling them to live in a way that they choose, maintain independence and reach their potential. However, the enormous contribution care and support makes to our lives as individuals and to us all, as a society, remains invisible and undervalued.

The context in which local government and the wider public sector is operating continues to be very challenging. Rising costs, workforce shortages and backlogs throughout the health and social care system have affected Swindon, our citizens and meant that we are having to deliver more with less. This continues to have a significant impact on those working in or who depend upon health and care services.

Adult social care is more than the gatekeep of services. Its purpose is to be transformative and this is the objective of the 2024-2029 strategy. Our positive vision for the delivery of adult social care services in Swindon is to ensure that people are enabled to live their lives and are not considered to be 'service users'. Our strategy sets out the simple but fundamental enablers required to support everyone to have a good life, home, friend and a purpose and are underpinned by the principles of choice, empowerment and personalisation.

There are some key conditions that need to be created to deliver successfully. Tackling workforce challenges; making the most of digital and automation in order to both improve our effectiveness but also ensure residents have access to services in a way that suits them best; and greater integration with our health partners so that we can reduce any delays to discharges as much as possible and admissions into acute care which could be avoidable.

Whilst the current context is challenging and the process of achieving the vision and objectives set out in this strategy will take time, we are already taking the steps towards the change we want to see and there are clear actions that will bring us closer to making a reality of this in more people's lives.



**Cllr Ray Ballman**  
Lead Member Adults

# Introduction – ‘Our Swindon’ Opportunities and Challenges

This section discusses five important factors that have shaped our Vision and Strategy for Adult Services. Firstly, the information we know about the people in Swindon helps us to identify what the support and services that some people may need to come into contact with, and the workforce that people may work with:



**Population:** Swindon is a large town in the county of Wiltshire which is currently home to approximately 233,000 people. Our population is expected to increase by 5% by 2030. This will also increase the number of people 85 years and older by 4,000. The rate of population growth in Swindon higher than the overall increase in England (6.6%) and higher than the increase for the South West as a whole (7.8%).



**Diversity:** The 2021 Census shows that, proportionally, Swindon Borough has a similar ethnic make-up to England as a whole, with ‘Asian, Asian British or Asian Welsh’ slightly higher and ‘Black, Black British, Black Welsh, Caribbean or African’ slightly lower than England. In Swindon Borough, ‘White: English, Welsh, Scottish, Northern Irish or British’ make up the largest ethnicity 74.2% of the population.



**Unpaid Carers:** There are currently over 18,000 unpaid carers in Swindon, and over 2,500 of these are over the age of 70 years, over 22% of whom report being in ‘bad or very bad health’ themselves.



**Swindon’s People:** Adults services provides care and support to over 2000 Adults in Swindon at this time. There are more people with long term conditions, and many people are living longer with those conditions. This can make ensuring the right care and support is available more challenging. At the same time, more people aged under 65 have long term conditions or disabilities, increasing the number of people needing help.



**Workforce:** The national crisis in the social care workforce is well understood, in Swindon this has led a shortage of registered practitioners (Approved Mental Health Practitioners, Occupational Therapists and Social Workers) and other Adult Social Care staff available to recruit. We have had up to 116.5 FTE vacant posts in Adult Services, this is 27% of the Adults workforce.

# Swindon's People – Our Diverse Communities

Swindon is a vibrant town and boasts a diverse population. The town has experienced significant demographic changes over the years, influenced by migration, economic factors, and cultural shifts. In 2020 there were 2,528 births and 1,965 deaths recorded, with over a third of births to non-UK born mothers. Over 16,000 people from an Asian or Asian British background have chosen to make Swindon their home. We are proud of all our diverse communities.

Swindon's diverse population experiences varying health outcomes. Factors such as income, education, housing, and employment significantly impact individual wellbeing and health.

In order for our services to be accessible and effective for all in our communities, we know we need to understand and value cultural differences, like language and religion. We have invested in developing detailed Community Profiles for the following key communities in Swindon to help us to do this. Please see our website for more details on these profiles by scanning the QR below or typing in <https://www.swindonjsna.co.uk/community-profiles/> to your web browser.



We recognise the importance of Community Engagement and we will continue to engage, listen and learn from community leaders, cultural organisations, and communities to ensure our support and services are accessible to all in our diverse community.

# Council Missions

In July 2023, the Council's Cabinet agreed to prioritise three 10 year missions. These missions will underpin the work of the Council and drive everything that the Council does. Following the engagement activity on the draft plan, the names of the missions have been updated but their focus remains:



**Making Swindon a fairer place, reducing disadvantages and reducing big disparities in life expectancy, education levels and social justice.**

**BUILD A FAIRER  
SWINDON**



**Creating a town ready for the challenges of the coming decades. Where possible, leading town centre improvement and creating more affordable housing with the private sector.**

**BUILD A BETTER  
SWINDON**



**Fully playing our part as a council and a town in combatting climate change. Working with communities to find new ways of doing things that help, not hinder, the natural environment.**

**BUILD A GREENER  
SWINDON**

Each mission will be addressed through themes and objectives. Progress against these objectives will be monitored through performance measures and progress against deliverables.

We recognise that the missions are interlinked and support each other. There are some actions that fit across multiple missions.

The Council together with its key strategic partners in health, Police and others, have identified their key priorities, intended to improve health and wellbeing outcomes especially for those communities and groups who experience the poorest health:

## Health and Wellbeing Strategy 2023-2033

The Council's Health and Wellbeing Strategy identifies three key priorities to improve health and wellbeing in Swindon.



**Improve Mental Health and Wellbeing**



**Eat well and Move More**



**Stop Smoking and Reduce Alcohol**

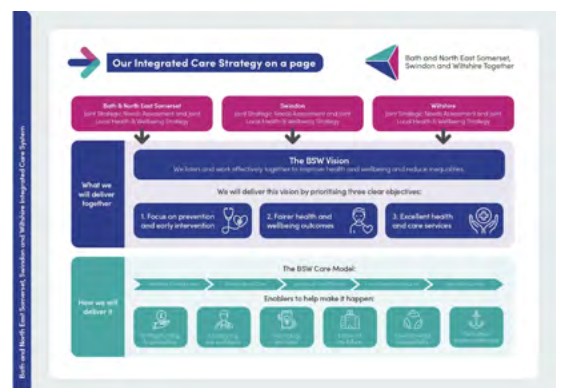
Finally, the Council with partners from across Bath & North East Somerset, Swindon and Wiltshire (BSW) system have identified their vision and key objectives within the Integrated Care Strategy. Our Integrated Care Strategy provides a vision for the next five years, uniting partners behind three clear objectives.

Finally, we know we cannot achieve the ambition of this strategy by working alone. Many of our priorities are shared priorities that will require system wide focus. The Council and other members of the Integrated Care Alliance in Swindon, with partners from across Bath & North East Somerset, Swindon and Wiltshire (BSW) system have identified their vision and key objectives within the Integrated Care Strategy. Our Integrated Care Strategy provides a vision for the next five years, uniting partners behind three clear objectives. These are:

- Focus on prevention and early intervention
- Fairer health and wellbeing outcomes
- Excellent health and care services

Swindon's Integrated Care Alliance Plan sets out how, by working together we will achieve these objectives, by focusing on three areas:

1. Demand & Capacity
2. Care and Quality
3. Community Wellbeing.





# Our Vision – “Lives, not Services”

Our Adult Services Vision sets a clear expectation for Adult Services to ensure that the people they work for, and with, have “Lives, not Services”.



"Everyone should have place they call home, a person they can call a friend and a reason to get up in the morning"

## “A ‘Good’ Life”

Inspired by Maslow’s Hierarchy of Needs (psychological motivational theory) the Strategy sets out the simple, but fundamental elements required to support everyone to achieve good outcomes: to have **a good life, a home, a friend and a purpose.**

### A ‘Good Life’

A ‘good life’ is shorthand for describing the outcomes what we are working to achieve for the people of Swindon. They give us a clear direction and help us to prioritise and evaluate work that we do to keep us on track. Getting these outcomes right means we will be **supporting people to live a good life, or even their “best life”.**

### A place to call home

We want everyone in Swindon to have a place they call home, to feel safe and protected at home to help them stay physically and mentally well for as long as possible. To have the support they need to manage their conditions and if they find themselves in a crisis, they are supported to regain their independence after a change in their circumstances, so they can remain in their own home.

### A person you can call your friend

We want to promote the importance of friendship and relationship building, for all people, regardless of their age or disability. We want to see more people accessing mainstream community opportunities, whether for leisure, education or paid or voluntary work, with their friends.

We want everyone in Swindon to be able to live independently and have control and choice over decisions that affect their care and support. We should support people to increase their independence regardless of their age or disability. What that looks like will be different for every individual.

### A sense of purpose and meaning

We want everyone in Swindon to have a sense of purpose and meaning in their lives, a reason to get up in the morning. We will support people to tell us what they need from their care and support. We will genuinely listen, and therefore ensure that we understand how we can support them to have their **best life**, as well good care and support services. So, we will be talking to people about what makes them happy, what they are interested in and what they would like to do with their time, to support them to have **'lives not services'**.

# Our Adult Services Strategy

## Delivering ‘A good life’ – Our Principles

Informed by the Adult Social Care White Paper “People at the Heart of Care” (2021), the principles that underpin our strategy and support the achievement of these outcomes are **Choice, Empowerment and Personalisation.**



### Choice:

Offering you real choice about how you arrange your care and support, in a way that suits you and your family, and offers you more control over the way your services are delivered. This is also known as self-directed support.



### Empowerment:

Putting the emphasis on enabling and supporting you to be equal partners in, and where possible lead on, decisions about what happens in your life and to maximise your independence and ability to lead a fulfilling life.



### Personalisation:

Promote relationships that are based on respect and recognition of equality. Delivering personalised services will mean different things to different people – it’s about self-determination and self-directed care. It is more than a personal budget and your care and support, Personalisation is about your rights, dignity and well-being.

## Delivering 'A good life' - Our Top 10 Strategic Priorities

Our Strategic Priorities have been shaped by the feedback we have received from people and partners in our community. We have undertaken peer and self-assessment exercises and run a series of reference groups to arrive at these ten strategic priorities to delivering 'a good life'.



### Priority 1 - Working Together with you

We will increase opportunities for collaboration with people that use care and support services to inform all we do by observing the principles of our recently co-designed Working Together Plan.

#### **What will be different**

- We will have co-designed the Working Together Plan with experts with care and support needs.
- People will have more opportunities and be supported to work as equal partners with Adult Services to inform all we do.
- We will make our information available in easy read and other accessible formats.

#### **We will know we have achieved this priority when people agree with these statements:**

- ✓ I am treated with respect.
- ✓ The key principle of the Working Together Plan, "Nothing about us, without us" is being adhered to.



## Priority 2 – Offering you Choice, Control and Personalisation:

To ensure that the support and services you need are the right ones for you, we will promote the use and access to a range of community based, self-directed support. We will use your insights and experiences to inform our commissioning plans and services.

### What will be different

- You will have worked in equal partnership with us to co-design a Quality Assurance Framework for our Commissioned services, that places your views at the heart of the process.
- There will be more commissioned services that promote self-directed support.
- Together we will review our Day Opportunities for people with a Learning Disability & Autistic people.

### We will know we have achieved this priority when people agree with these statements:

- ✓ I am asked about how I want to be supported and what I want to be supported with. My views are listened to.
  - ✓ I can get help and support to employ my personal assistants.
  - ✓ I know how much money is available to meet my care and support needs and I know that I can decide between:
    - Having my care and support planned for me
- Or
- I can have a direct payment and use this money in the best way to meet my needs



## Priority 3 - Maximising your independence:

To support you to improve and maintain your independence at home, we will ensure that you are offered a range of outcome-focused short term, reablement and technology enabled care services.

### **What will be different**

- You will be able to access more short-term support, reablement, therapy advice and technology enabled care solutions when you need them, to reduce and prevent needs increasing, or maintain your independence.

### **We will know we have achieved this priority when people agree with these statements:**

- ✓ I can live the life I want and do the things that are important to me as independently as possible.
- ✓ When I am unwell I have support that helps me to stay at home longer.



## Priority 4 - Supporting you to care

To ensure, that as an unpaid carer, we are fully aware and understand your own needs to support the person you care for.

### **What will be different**

- The Carers Lead will work with Swindon Carers Centre and the unpaid carers to understand their needs and develop our offer.
- There will be a staff “unpaid carers” group to understand the needs of staff who are also unpaid carers.
- We will provide rights based, accurate and up-to-date information for unpaid carers.

### **We will know we have achieved this priority when people agree with these statements:**

- ✓ As a carer, I am able to spend time doing things I value or enjoy.
- ✓ As a carer, I have control over my daily life.
- ✓ As a carer I am also able to look after myself.
- ✓ As a carer, I feel safe.



## Priority 5 – Ensure you remain connected to your community

We will increase the number of people who can access mainstream community opportunities through support, whether for leisure, education or paid or voluntary work, or with their friends.

### **What will be different**

- We will make sure that people have opportunities to make new friends and build relationships with other people who share their interests, culture and identity.
- We make sure that people can keep in touch and meet up with their family, friends and people in the community who are important to them.

### **We will know we have achieved this priority when people agree with these statements:**

- ✓ I have people in my life who care about me – family, friends, and people in my community.
- ✓ I can meet people who like the same things as me and I can join in groups and activities.
- ✓ I feel welcome and safe in my local community.
- ✓ I have opportunities to learn, volunteer and work and I can do things that I like doing and am good at.





## Priority 6 – Receiving your care in your home

We will ensure that your home, supports you to remain as independent as possible, and remains your home through times of crisis and beyond by improving how we join up decisions about your housing needs with your care and support needs.

### **What will be different**

- To ensure that everyone who is involved in supporting you with your housing and care needed is fully aware and 'joined-up', we will have identified leads from both service areas to work together to understand how we can improve our collective approach.
- We will have completed a review of how well Adult Services and Housing work together and delivered on the priorities.

### **We will know we have achieved this priority when people agree with these statements:**

- ✓ I have a place I can call home, not just a 'bed' or somewhere that provides me with care.
- ✓ Since I started having support, there have been some big changes in the way I am supported. There was a plan in place for this big change and I knew who to talk to about this plan.
- ✓ I live in a home that works for me.
- ✓ When I am unwell I am still supported to stay at home.



## Priority 7 – Accessing Rights Based Information and Advice

We will promote self-determination through the offer of accessible Rights Based Information and Advice to those are looking for it.

### **What will be different**

- We will provide rights based, accurate and up-to-date information in formats that we tailor to individual need, including face to face discussions and support if preferred.
- Our staff will be well trained and able to advocate for people facing multiple inequalities.

### **We will know we have achieved this priority when people agree with these statements:**

- ✓ I know what my rights are and can get information and advice on all the options for my health, care and housing.
- ✓ I know how to find out about my care and support. I can get advice about this if I need it.
- ✓ I know how to find out about keeping healthy and well. This includes looking after my mental health.



## Priority 8 – Ensuring your safety is everyone's concern:

We will ensure that we provide a timely effective response to Safeguarding concerns through our work with Police and Health partners as part of a Multi-Agency Safeguarding Hub. We will promote Making Safeguarding Personal and develop systematic ways of collecting feedback from people who have required Safeguarding.

### What will be different

- We will have robust Performance data and Quality Assurance procedures in place to ensure ourselves that the principles of Safeguarding are demonstrated, across all our services and that prompt action has been taken to investigate concerns.
- We will be working with Health and Police colleagues as part of a Multi-Agency Safeguarding Hub to ensure you receive safe, effective and high-quality care.

### We will know we have achieved this priority when people agree with these statements:

- ✓ I feel safe. Staff always support me to think how to keep myself safe.
- ✓ I helped to create my plan so I can keep myself safe and stay in control in emergencies.
- ✓ I know who to contact if I don't feel safe.
- ✓ When I couldn't speak for myself, I had someone I trusted to speak for me.



## Priority 9 – Supporting you with a skilled and caring workforce

We want you to be offered, the right advice, good support and care from all our workforce. We will continue to ensure that the people you come into contact with are well trained and skilled to work with you in an outcome-focused and strengths-based way and to deliver the priorities in this Strategy.

### What will be different

- All our workforce will be practicing the approach identified in our Working Together Plan – “Nothing about us, without us” and “We need to work together to ensure that we have got it right for everyone”.
- Continue to develop a culturally competent workforce, that is not only committed to meeting the needs of the diverse population of Swindon, but have the skills, knowledge and competence to understand and respond to those needs.
- We will externally validate our internal quality assurance processes.

### We will know we have achieved this priority when people agree with these statements:

- ✓ My care and support is well organised. Everyone works well with each other, and with me.
- ✓ The people that support me, understand and respect my rights.



## Priority 10 – Making the best use of our resources

We will also ensure that the way we work is modern, efficient and effective, getting it right first time saves money. We need to continue to ensure that we make the best use of all our collective resources, as all people in Swindon expect to have access to fair, safe and affordable care which represents good value. We will do this by focusing and only resourcing high-quality, outcome-focused and person-centred care and support that make the right impact on the people who use them.

### What will be different

- Our new commissioning model will support more outcome-focused and collaborative commissioning
- There will be more commissioned services that promote self-directed support.
- We will have more evidence from a range of feedback from people who use our services and the providers of care and support that inform us where and how outcomes are being met.
- We will codesign a commissioning quality assurance framework and develop transparent ways of monitoring service quality, that includes external audits

### We will know we have achieved this priority when people agree with these statements:

- ✓ I am supported to live the life I want to. My support is planned around the things that I am good at and the skills I have.
- ✓ I have the right support, at the right time.

# How we will do this

## Delivering ‘A good life’ – Our Principles

This strategy is supported by a comprehensive 5 year delivery plan and 1 year service specific priority plans, these plans inform the activities required by the individual teams to ensure we can deliver the outcomes within the strategy.

## Summary

We believe that this Vision, Strategy and Priorities are both ambitious and pragmatic given the challenging environment that we are operating in. Supporting people to live a good life, or even their “best life” is our focus and an achievable aim.



“A ‘Good’ Life”

We see the Priorities as the ‘right steps’ to take to achieve our vision over the next five years and that it will be key to involve people who access our support and services in the design and delivery of these priorities..

We are confident that Our Working Together priority alongside our existing Quality Assurance processes, feedback from the My Care, My View survey, the Think Local Act Personal “I” statements will enable us to measure and evidence our progress towards achieving our priorities and the statements above. We are committed to being accountable to these statements.

Additionally, our Service/Team Plans will encourage each member of Adult Services teams to contribute towards our ambitions and achieve our priorities each year and will be used by each team to regularly monitor their progress.

If you would like to know more about our Vision and Priorities, how you can be involved in our Working Together initiatives, or anything about Adult Services, then please contact our Initial Contact Team on **01793 463333**.

# References

Think Local Act Personal [Making it Real- Think Local Act Personal](#)

Adult Social Care White Paper “People at the Heart of Care” (2021)

[People at the Heart of Care: adult social care reform white paper- GOV.UK \(www.gov.uk\)](#)

Council Priorities Council [priorities | Swindon Borough Council](#)

Swindon Health & Well Being Strategy

[Health and wellbeing strategy | Swindon Borough Council](#)

BSW Integrated Care Strategy [Our Integrated Care strategy- BSW Together](#)

Maslow Hierarchy of Needs <https://www.simplypsychology.org/maslow.html>

