

Andrew Jarrett
Director of Social Services, Health & Housing
Neath Port Talbot Council
Civic Centre,
Neath,
SA11 3QZ

Date: 18/12/2025

Dear Mr Jarrett,

Care Inspectorate Wales (CIW) - Assurance Check of Neath Port Talbot Council Children Services

This letter sets out the findings from our assurance check carried out between 2 and 4 December 2025. The purpose of the check was to review how effectively the local authority's social services are exercising their duties and functions in line with legislation.

1. Introduction

- 1.1 We carry out inspection activity in accordance with the Social Services and Well-being (Wales) Act 2014 key lines of enquiry, and the quality standards in the *Code of Practice in relation to the performance and improvement of social services in Wales*. This helps us determine the effectiveness of local authorities in supporting, measuring and sustaining improvements for people and in services.
- 1.2 We focused our key lines of enquiry on the four principles of the Social Services and Well-being (Wales) Act 2014 and have recorded our judgements and findings in line with these principles: People – Voice and Control; Prevention; Well-being; and Partnerships.

Our focus was on:

People - voice and control

How well is the local authority ensuring all people are equal partners who have voice, choice and control over their lives and are able to achieve what matters to them?

Prevention

To what extent is the local authority ensuring the need for care and support is minimised, and the escalation of need is prevented whilst ensuring that the best possible outcomes for people are achieved?

To what extent is the local authority ensuring families are supported to stay together, where this is safe and in the best interest of the child, and that children and young people are enabled to remain within their families and communities through timely, strengths-based, and preventative approaches?

Well-being

To what extent is the local authority ensuring that people are protected and safeguarded from abuse and neglect and any other types of harm?

To what extent is the local authority ensuring there is good analysis of risk, protection plans are put in place, and action is taken when necessary to safeguard children and young people from harm?

Partnership

To what extent is the local authority able to assure themselves effective partnerships are in place to commission and deliver fully integrated, high quality, sustainable outcomes for people?

To what extent is the local authority ensuring there are multi-agency approaches in place to identify, engage, and safeguard young people at risk of or experiencing exploitation, with all agencies equipped to manage contextual risk and understand networks related to exploitation?

2. Terminology and Quantity Definitions

A glossary of terminology is contained in Appendix one and a table of quantity definitions in Appendix two.

3. Summary of Assurance Check

- 3.1 This assurance check takes place as Neath Port Talbot children's services implement a locality-based service restructure. This aims to simplify pathways, strengthen the front door, and sustain a preventative, strengths-based model amid rising demand and financial pressure. Despite some apprehension associated with the restructure, practitioners are overwhelmingly positive about working for the local authority and its leadership approach. Senior leaders remain closely engaged with the change programme, set clear expectations for consistent practice, and respond in a measured, solution-focused way to issues raised by practitioners.
- 3.2 This assurance check also takes place nine months after the Mosaic case recording system was introduced. Some practitioners told us Mosaic still has some early usability and workflow challenges. Senior leaders are taking a practical, phased approach to implementation. This includes blended training, team-based IT champions, and live feedback channels so staff can share issues and improvements. Leaders are making ongoing adjustments based on this feedback and are planning performance dashboards to give better visibility of practice and performance.
- 3.3 Leaders are visible and approachable, articulate a clear strengths-based vision, and use quality assurance to keep oversight of practice and support learning and improvement. The local authority works to a child-centred, relational and trauma-informed culture, that values professional judgement and lived experience.
- 3.4 The front door team screens contacts within twenty-four hours and guides families to proportionate early help, drawing on consultant social workers and police input to support consistent decision-making and prevent escalation.
- 3.5 Children and young people are supported to remain with their families and communities when it is safe and in their best interests. Practitioners provide timely, strengths-based support and develop Care and Support Plans (CASPs) that match each child's needs. Panels regularly review and adjust help, ensuring support is responsive and effective.
- 3.6 Risk analysis and safeguarding activity is timely, with shared thresholds applied. Section 47 enquiries are initiated without delay, and protection plans set with clear actions, ownership and timescales. Independent oversight is maintained, and escalation is used where progress drifts.
- 3.7 Multi agency arrangements identify, engage and safeguard young people at risk of exploitation. Contextual safeguarding pathways align disruption and

support, and regular forums share intelligence about networks and locations, so responses remain coordinated and commensurate with the level of risk.

- 3.8 Partnership working across education, health, police and commissioned providers is constructive and solution-focused. There is timely information sharing, supported by joint planning and aligned forums that coordinate resources, reduce escalation and support sustained outcomes.
- 3.9 Improvement themes identified include the need to make advocacy offers and uptake more visible in records, and to apply Children's Disability Team thresholds with greater consistency. There is a requirement to record safeguarding decisions using clear, plain-language rationales, with a clear link between decisions and subsequent actions.

4. Key Findings and Evidence

Key findings and some examples of evidence are presented below in line with the four principles of the Social Services and Well-being (Wales) Act 2014.

People - voice and control - we asked:

How well is the local authority ensuring all people are equal partners who have voice, choice and control over their lives and can achieve what matters to them?

Strengths

- 4.1 The local authority places children, families and carers at the centre of its work. Leaders set a clear, strengths-based vision, stay visible and approachable, and model relational, trauma-informed practice. Practitioners feel empowered and supported. The culture fosters trust, learning and professional autonomy. Teams demonstrate shared values in daily practice and in relationships across services and with partners. **This is positive practice.**
- 4.2 Managers and practitioners maintain a positive, open environment where people feel listened to, valued and trusted. Leaders remain accessible through regular visits to teams and an open-door approach. Practitioners receive timely supervision and benefit from supportive management. The local authority invests in personal development through structured training and consultant social worker support. Supervision runs on a regular, reflective cycle that drives improvement, combining case oversight with personal support and routine peer reflection.
- 4.3 Practitioners responding to the CIW survey describe an accessible and valued learning offer, reflecting a strong learning culture. Newly Qualified Social Workers receive structured mentoring, protected learning time, shadowing

opportunities and consultant social worker coaching, and practitioners draw on the A-Z of Practice Handbook.

- 4.4 The workforce is stable and experienced, with a breadth of expertise across roles. This continuity enables high-quality practice and fosters sustained, trusting relationships with children and families. Workforce stability and skill are key factors underpinning the positive outcomes and strengths-based culture evident during this assurance check.
- 4.5 Consultant Social Workers are embedded across teams and functions, providing mentoring, coaching, and practice consultancy, and taking the lead on complex casework. They run regular reflective practice sessions, support strengths-based work in supervision and training, and contribute to service development through quality assurance, policy input, and targeted offers. For example, the 'Be Safe' response around exploitation routinely links with youth services and police. Their visible role across teams and partner forums supports consistent decision-making, timely action, and confident application of legal and policy frameworks. **This is positive practice.**
- 4.6 Leaders embed quality assurance (QA) across the service. A rolling programme of audits, thematic reviews and reflective learning identifies strengths and areas for development and drives continuous improvement. Weekly multi-agency safeguarding meetings and learning reviews make decision-making transparent and evidence-informed. The Research, Development & Innovation Team Manager (QA Lead) oversees the QA cycle. The role coordinates audits and learning reviews, ensures changes draw on research and lived experience, and monitors actions to completion.
- 4.7 Across children's services, teams use a strengths-based model of practice. They focus on "what matters" and build on people's assets and networks. Practitioners listen to children, families and carers. They ensure people's views shape plans and decisions. "What matters" conversations form a core part of assessment and planning. Practitioners record personal circumstances, strengths, risks, barriers and goals in plain language.
- 4.8 The local authority uses translation and culturally sensitive practice to meet communication needs. Welsh-speaking practitioners are available, and translation services support families who speak other languages, ensuring inclusive and effective communication. Most social care records we reviewed recorded the person's language preference, and an active offer of Welsh was evident.
- 4.9 Children and young people have clear opportunities to participate and influence services. The Engagement and Participation team supports co-production. Lived experience informs language and guidance, including the co-produced "*Language we use*" resource shaped by care-experienced children; this

replaces technical terms with respectful, child-friendly wording and drives updates to documents, templates and meeting language. Practitioners use accessible methods suited to different communication needs so children's contributions inform plans and reviews. **This is positive practice.**

- 4.10 The local authority places lived experience at the heart of improvement. Most Significant Change (MSC) stories and Story Panels bring together practitioners, leaders, elected members and partners to reflect on real-life experiences. They agree themes and set actions, so feedback directly shapes practice, strengthens people-centred approaches and embeds co-production across systems and teams.

Areas for Improvement

- 4.11 The local authority routinely offers independent advocacy to children and young people through the commissioned service, and Independent Reviewing Officers (IROs) reinforce the offer at reviews. **The local authority should ensure records consistently show the offer of advocacy, and the uptake or decline, with rationale in every relevant record.**
- 4.12 Practitioners mostly produce clear, people-centred and timely case recording. **The local authority should continue to strengthen consistency so the child's voice and a plain-language rationale for decisions remain visible across all social care record case notes, plans, reviews and meeting minutes.**

Prevention - We asked:

To what extent is the local authority ensuring the need for care and support is minimised, and the escalation of need is prevented whilst ensuring that the best possible outcomes for people are achieved?

To what extent is the local authority ensuring families are supported to stay together, where this is safe and in the best interest of the child, and that children and young people are enabled to remain within their families and communities through timely, strengths-based, and preventative approaches?

Strengths

- 4.13 Prevention priorities are embedded in commissioning and service plans. The Placement Commissioning Strategy and the Children & Young People Social Care Strategic Plan 2023-2026 emphasise early intervention, outcomes-focused practice and strengthening local sufficiency, with the stated aim that children are cared for at home wherever it is safe to do so and reliance on higher-cost options is reduced.

- 4.14 The service provides accessible, proportionate Information, Advice and Assistance. Despite a marked rise in contacts and referrals to the Single Point of Contact (SPoC), managers screen all contacts within 24 hours, and a weekly multi-disciplinary meeting links people to appropriate early help. Consultant Social Workers and police partners at the front door give immediate practice advice, so decisions stay proportionate and consistent. In the CIW survey, 91% of respondents said they found it easy or very easy to contact social services for support. **This is positive practice.**
- 4.15 Early help and preventative approaches are embedded across children's services and are valued by practitioners, partners and families. Practitioners' relationship-based practice supports the aim of keeping families together wherever it is safe. A confident, skilled workforce prevents escalation by focusing on "what matters", using regular review and blending practical support with clear safety planning. Team Around the Family (TAF) and early help panels are used routinely to coordinate support, with a clear ethos of "working with, not on" families. One stakeholder told us, *"What sets NPT apart is their understanding that we are dealing with people - in terms of the system around children - and collaboration is sought, rather than from a place of blame. This enables trust and psychological safety. We work with risk, and it feels that we do this as a team rather than as separate entities."* **This is positive practice.**
- 4.16 Targeted early-help interventions are available and are framed to prevent crisis. Discussion-led panels apply clear boundaries and increase or reduce support as circumstances change. Practitioners combine hands-on practical help with local participation offers that keep children and families connected to their communities, which reduces escalation of risk. For children with more complex needs, support stays stable and on track through a co-ordinated forum – the Complex Needs Panel – which aligns education, health and commissioning.
- 4.17 The local authority uses consent-based family support to sustain engagement with voluntary plans. Practitioners use CASPs to manage risk proportionately, keep families together where it is safe to do so, and review and adapt support at agreed intervals. Practitioners co-produce plans with families, set clear personal outcomes, and adapt them as risks rise or fall. Teams demonstrate creativity in their approach to find flexible solutions that minimise disruption and impact on families while maintaining safety.
- 4.18 Targeted interventions provide home-based practical support, parenting programmes, healthy-relationship work, welfare-rights advice and community counselling, with TAF co-ordinating the multi-agency plan. When needs do not fit standard pathways, practitioners provide creative approaches to targeted support. In substance-use contexts, the Hidden Harm team adapts support around relapse, links families to treatment and stays involved, so children can remain safely at home. **This is positive practice.**

- 4.19 Youth-led groups such as YOVO capture views in accessible formats and feed them into practice, while consistent, trusted spaces like the HOPE Group sustain engagement. Parents drive peer-led Parent Advocacy Network (PAN) Cafés as a collaborative initiative, creating safe, inclusive spaces where they exchange experiences, build confidence, and influence local services. Through these self-directed groups, parents strengthen networks and shape solutions that help families stick to plans they have co-designed. **This is positive practice.**
- 4.20 The therapeutic team provides case consultation and facilitates group parenting programmes. Behavioural Specialists in the Childcare Disability Team assess behaviour and co-design Positive Behaviour Support Plans with families and schools. They coach implementation in practice settings, review observed outcomes and refine plans, so responses remain consistent, balanced and aligned to the child's needs across home and education.
- 4.21 Family Group Conferences (FGC) are commissioned independently and used to align support around the child and strengthen family decision-making. The local authority engages TGP Cymru to deliver an impartial FGC service in line with national quality standards. Coordinators are not case-holding social workers, which protects neutrality and builds trust. Partners report that this independence improves participation, produces clear, family-owned plans and supports the strategic aim of keeping children safely within their networks wherever possible. **This is positive practice.**

Areas for Improvement

- 4.22 Some early-help and specialist prevention services provided within the Education Department face periodic waiting lists and capacity constraints, especially during commissioning cycles and seasonal peaks. Early intervention and preventative services within Children's Services do not currently have waiting lists. **The local authority should continue to work collaboratively across departments to ensure timely access to support and reduce the risk of escalation.**
- 4.23 A few social care records are inconsistent in the application of thresholds and eligibility criteria for the Children's Disability Team, resulting in variation in access and case transfer. **The local authority should ensure existing thresholds and criteria are applied consistently.**

Wellbeing – We asked

To what extent is the local authority ensuring that people are protected and safeguarded from abuse and neglect and any other types of harm?

To what extent is the local authority ensuring there is good analysis of risk, protection plans are put in place, and action is taken when necessary to safeguard children and young people from harm?

Strengths

- 4.24 Safeguarding culture is strong, visible and well embedded across children's services. Leaders maintain clear line of sight and set consistent expectations. Practitioners are trusted and supported to use measured, preventative and least restrictive responses. Multi-agency arrangements, including effective police co-location at the front door, provide regular scrutiny of risk, and partners describe the local authority as child focused, professional and accountable.
- 4.25 Most Child Protection Conferences and Children Looked After Reviews are timely and child centred. Families are briefed in advance, and Chairs agree how children will present their views, chairing meetings in accessible ways. Minutes are written in plain language, clearly recording decisions, actions, and timescales, and are shared promptly. Practitioners use escalation protocols when progress is not sufficient, and children are offered flexible opportunities to participate, including, where appropriate, to chair parts of their review with preparation and support.
- 4.26 Practitioners act promptly when concerns arise, convene strategy discussions in good time with the right agencies, and initiate Section 47 enquiries without delay when thresholds are met.
- 4.27 Practitioners meet or exceed many statutory visiting requirements, with visits often more frequent than required. Practitioners record child-centred, observational visits and use "what matters" conversations to capture lived experiences, worries and what is important to each child. This strengths-based approach strengthens risk analysis and planning, and the visits, and the interventions undertaken, make a positive difference for many children. **This is positive practice.**
- 4.28 Practitioners apply shared thresholds, set clear actions, ownership and timescales in most plans and adjust the frequency of contact as risk changes. The local authority's strengths-based, relational approach is evident. Practitioners increase visiting when concerns rise, reduce frequency when safe and combine practical support with safety planning to help children remain at home where this is in their best interests.
- 4.29 Co-produced solutions support positive safeguarding outcomes. Practitioners work alongside parents and carers to agree goals and shape interventions, and trauma-informed direct work sustains safer routines.

- 4.30 Conference Chairs and IRO's are well established and experienced, providing consistent oversight of Children Looked After Reviews and Child Protection Conferences. They keep children's needs central, test plans, monitor progress, and use escalation where there is drift. IROs contribute to quality assurance through case audits and practice workshops, and offer specialist advice to practitioners and managers, which strengthens consistency and timeliness across plans and reviews.
- 4.31 The local authority implements and monitors contextual safeguarding to address extra-familial harm. The Risk and Harm Outside the Home (ROTH) pathway adds a contextual determination to Section 47 enquiries, triggers an independently chaired meeting within set timescales and sets expectations for required agency attendance, analysis tools, disruption activity, visiting frequency and review cycles. This aligns contextual responses with statutory processes and clarifies roles for practitioners and partners. **This is positive practice.**
- 4.32 The Local Operational Safeguarding Group maintains oversight of trends, dashboards and workstreams. Audits and learning reviews test the quality of strategy meetings, the timeliness of conferences, the reliability of recording and the impact on outcomes. Action logs and targeted training translate findings into improvements.
- 4.33 Professionals report open challenge and shared accountability across agencies.

Areas for Improvement

- 4.34 We found inconsistencies in how safeguarding decisions are documented in a few social care records. The rationale and sequence of decisions are not always clear, and in a few records the steps from decision to action are not easy to follow. We did not see evidence that this affected safety or outcomes. **The local authority should record safeguarding decisions consistently in every social care record, with a clear rationale and a clear link from the decision to the action taken.**
- 4.35 Following the recent restructure, the local authority has introduced new arrangements intended to maintain independence of the IRO service, including a clear escalation route to the Agency Decision Maker, alternative principal officer cover when needed, and access to independent legal advice. **The local authority should ensure these arrangements are subject to ongoing monitoring and review to ensure they continue to safeguard IRO independence.**

Partnership – We asked:

To what extent is the local authority able to assure themselves effective partnerships are in place to commission and deliver fully integrated, high quality, sustainable outcomes for people?

To what extent is the local authority ensuring there are multi-agency approaches in place to identify, engage, and safeguard young people at risk of or experiencing exploitation, with all agencies equipped to manage contextual risk and understand networks related to exploitation?

Strengths

- 4.36 Partnership working is a clear strength. The local authority and partners coordinate support, so children and families receive timely, sustained help. Practitioners share information promptly, plan together and act jointly to reduce risk and prevent escalation.
- 4.37 Agencies meet regularly in cross-service forums covering resources, transitions, complex needs and commissioning. These structures align plans, roles and timeframes, and partners describe transparent oversight that keeps children's needs central. Education, police, third sector and health colleagues contribute to planning, and shared training and clinic sessions help schools and community services apply consistent approaches in day-to-day practice. The *Head of Service Plan* sets clear expectations for collaboration and prevention, with actions and measures used to track progress with partners. One partner told us, *"I have worked closely with Neath for many years, and I can confidently say they are one of the most effective local authorities to work alongside. The team consistently demonstrates genuine care, professionalism and regular communication."* **This is positive practice.**
- 4.38 TAF and early help and prevention support bring social care, education, health and the third sector together to coordinate practical help, avoid duplication and adjust support as needs change. Everyday links with Flying Start, school counselling, advocacy, housing and youth services, and commissioned providers give families a single network with clear contacts and prompt action. Where needs are more complex, a monthly multi-agency panel with education and health keeps plans aligned and focused on placement and school stability.
- 4.39 The local authority takes a whole-system approach to exploitation and risk outside the home, connecting prevention, early identification, engagement, disruption, safeguarding and recovery across education, health, police, youth justice, commissioned services and schools. The approach covers risks in peer groups, public places, online environments and key transition points. It applies shared thresholds and common decision-making tools and relies on rapid information sharing. Operational delivery works well through contextual safeguarding arrangements, including the ROTH pathway, and regular

multi-agency forums that maintain line of sight of patterns, locations and networks. **This is positive practice.**

- 4.40 Partners use routine and ad hoc forums to share intelligence, map peer groups and locations, and coordinate engagement with young people at risk of exploitation. Practitioners persist in contacting young people, match workers to young people's interests and use activities that build trust, such as forest school and music-based programmes. Youth workers embedded in secondary schools provide consistent, trusted adults who coordinate support and act as a bridge to other services, enabling early recognition and sustained engagement.
- 4.41 Partners build a shared picture of contextual risk by triangulating information through school and health safeguarding updates, intelligence submissions and local outreach findings, then coordinate disruption and support. Joint actions include targeted outreach, problem-oriented policing plans and tenancy management steps and social work planning for the same peer groups, so disruption activity and support plans proceed in step and reduce harm. **This is positive practice.**
- 4.42 Multi-agency training strengthens understanding of exploitation and its inter-relationships and equips practitioners to manage contextual risk. Provision that focuses on exploitation includes consultation clinics for practitioners, train-the-trainer models, curriculum resources for schools and in-school support to embed learning into everyday practice.
- 4.43 The local authority takes a structured, practical approach to co-production. Established groups, many self-led with light-touch support from the Engagement and Participation Team, ensure lived experience shapes activities, resources and guidance. Parent voice is channelled through the PAN network and similar forums, and early-help programmes such as Reflect co-design plans with parents at the earliest stage. At a strategic level, the service routinely collects MSC stories, with senior oversight through regular panels. Taken together, these arrangements show a consistent culture of doing with, not to, and represents **positive practice** in embedding co-production across children's services.
- 4.44 Areas of **positive practice** are evident in a range of creative, child-led initiatives. Children and young people have designed a Snakes and Ladders game to share their journey through care, helping others understand their experiences in an accessible way. They have also created 'first-night bags' for those entering foster care, providing practical guidance and small tokens to help them feel welcome and supported. Children and staff have co-produced the *Children's Rights Promises*, setting out the support and respect children and young people can expect. Through workshops and creative projects, children and young people have challenged professional jargon and reviewed documents and team names, leading to the "*Language We Use*" initiative.

5 Next Steps

CIW expects the local authority to consider the areas identified for improvement and take appropriate action to address and improve these areas. CIW will monitor progress through its ongoing performance review activity with the local authority. Where relevant we expect the local authority to share the positive practice identified with other local authorities, to disseminate learning and help drive continuous improvement in statutory services throughout Wales.

6 Methodology

Fieldwork

- Most inspection evidence was gathered by reviewing the experiences of 24 people through review and tracking of their social care record. We reviewed 20 social care records and tracked four.
- Tracking a person's social care record includes having conversations with the person in receipt of social care services, their family or carers, key worker, the key worker's manager, and were appropriate other professionals involved.
- We engaged, through interviews and meetings with 10 children and young people and 11 parents and/or foster carers.
- We engaged, through interviews with 54 local authority employees (this included Head of Service, Principal Officers, Social Workers, Team Managers and IRO's).
- We engaged through focus groups with 12 representatives of partner organisations (this included police, health, third sector and education).
- We observed the complex needs and resource panel.
- We attended the HOPE group and PAN café.
- We reviewed supporting documentation sent to CIW for the purpose of the inspection.
- We administered surveys to local authority social services practitioners, partner organisations and people. We received responses from 31 people (children, young people and their parents or carers), from 28 representatives of partner agencies and 81 practitioners employed by the local authority.

Our Privacy Notice can be found at <https://careinspectorate.wales/how-we-use-your-information>.

7 Welsh Language

CIW is committed to providing an active offer of the Welsh language during its activity with local authorities.

The active offer not required on this occasion. This is because the local authority informed us that people taking part did not wish to contribute to this assurance check in Welsh.

8 Acknowledgements

CIW would like to thank staff, partners and people who gave their time and contributed to this inspection.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'LB' with a flourish at the end.

Lou Bushell-Bauers
Head of Local Authority Inspection
Care Inspectorate Wales

Appendix 1

Glossary of Terminology

Term	What we mean in our reports and letters
Must	Improvement is deemed necessary in order for the local authority to meet a duty outlined in legislation, regulation or code of practice. The local authority is not currently meeting its statutory duty/duties and must take action.
Should	Improvement will enhance service provision and/or outcomes for people and/or their carer. It does not constitute a failure to meet a legal duty at this time; but without suitable action, there is a risk the local authority may fail to meet its legal duty/duties in future.
Positive practice	Identified areas of strength within the local authority. This relates to practice considered innovative and/or which consistently results in positive outcomes for people receiving statutory services.
Voice and Control	A principle of the Act which aims to put the individual and their needs at the centre of their care and support, and giving them a voice in, and control over, the outcomes that can help them achieve well-being and the things that matter most to them.
Prevention and Early Intervention	A principle of the Act which aims to ensure that there is access to support to prevent situations from getting worse, and to enhance the maintenance of individual and collective well-being. This principle centres on increasing preventative services within communities to minimise the escalation of critical need.
Well-being	A principle of the Act which aims for people to have well-being in every part of their lives. Well-being is more than being healthy. It is about being safe and happy, having choice and getting the right support, being part of a strong community, having friends and relationships that are good for you, and having hobbies, work or learning. It is about supporting people to achieve their own well-being and measuring the success of care and support.
Co-Production	A principle of the Act which aims for people to be more involved in the design and provision of their care and support. It means organisations and professionals working with them and their family, friends and carers so their care and support is the best it can be.

Multi-agency working	A principle of the Act which aims to strengthen joint working between care and support organisations to make sure the right types of support and services are available in local communities to meet people's needs. The summation of the Act states that there is a requirement for co-operation and partnership by public authorities.
What matters	'What Matters' conversations are a way for professionals to understand people's situation, their current well-being, and what can be done to support them. It is an equal conversation and is important to help ensure the voice of the individual or carer is heard and 'what matters' to them

Appendix 2

Quantity Definitions Table

Terminology	Definition
Nearly all	With very few exceptions
Most	90% or more
Many	70% or more
A majority	Over 60%
Half	50%
Around half	Close to 50%
A minority	Below 40%
Few	Below 20%
Very few	Less than 10%