

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

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#### Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Friday, 17 September 2021

Dear Councillor,

### **SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2**

A meeting of Subject Overview and Scrutiny Committee 2 will be held remotely - via Microsoft Teams on **Thursday, 23 September 2021 at 09:30.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations.)
3. Approval of Minutes 3 - 8  
To receive for approval the minutes of a meeting of the Subject Overview and Scrutiny Committee 2 of 17/06/21
4. Early Help and Permanence Strategy 9 - 36  
Invitees

Lindsay Harvey - Corporate Director – Education and Family Support  
Claire Marchant - Corporate Director Social Services & Wellbeing  
Councillor Nicole Burnett - Cabinet Member for Social Services & Early Help  
Jackie Davies - Head of Adult Social Care  
Laura Kinsey - Head of Children's Social Care  
Nicola Echanis - Head of Education and Family Support  
Mark Lewis - Group Manager - Family Support  
Steven Howell - Group Manager, Placements and Provider Services  
Iain McMillan - Group Manager Social Services and Wellbeing

5. Re-commissioning Regulated Care and Support at Home 37 - 48  
Invitees

Claire Marchant - Corporate Director Social Services & Wellbeing  
Councillor Nicole Burnett - Cabinet Member for Social Services & Early Help

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Jackie Davies - Head of Adult Social Care  
Laura Kinsey - Head of Children's Social Care  
Pete Tyson - Group Manager - Commissioning

6. Forward Work Programme Update 49 - 58

7. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: Please note: Due to the current requirement for social distancing this meeting will not be held at its usual location. This will be a virtual meeting and Members and Officers will be attending remotely. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you have any queries regarding this, please contact [cabinet\\_committee@bridgend.gov.uk](mailto:cabinet_committee@bridgend.gov.uk) or tel. 01656 643147 / 643148.

Yours faithfully

**K Watson**

Chief Officer, Legal, HR & Regulatory Services

Councillors:

S Aspey  
MC Clarke  
PA Davies  
SK Dendy  
J Gebbie  
M Hughes

Councillors

M Jones  
MJ Kearns  
JE Lewis  
AA Pucella  
G Thomas  
SR Vidal

Councillors

KJ Watts  
DBF White  
PJ White  
AJ Williams

Present

Councillor AJ Williams – Chairperson

S Aspey  
J Gebbie  
DBF White

MC Clarke  
M Jones

PA Davies  
JE Lewis

SK Dendy  
CA Webster

Apologies for Absence

AA Pucella, KJ Watts and PJ White

Officers:

Jackie Davies	Head of Adult Social Care
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Tracy Watson	Scrutiny Officer

136. DECLARATIONS OF INTEREST

None

137. CARE INSPECTORATE WALES (CIW) INSPECTION OF BRIDGEND COUNTY  
BOROUGH COUNCIL'S (BCBC) DOMICILIARY CARE IN ADULT SOCIAL CARE

The Corporate Director Social Services & Wellbeing introduced the report and advised that it was important to report regulatory reports in respect of Social Services & Wellbeing, which were pertinent to the remit of this Scrutiny Committee. She paid tribute to the Head of Adult Social Care, as responsible individual for the service, to the staff and frontline workforce as well as the Provider Service Manager - Support at Home/Accommodation Services and Operational Services Manager attending the meeting. The Head of Adult Social Care then presented the report.

The Cabinet Member for Social Services & Early Help thanked the Officers present for the report and the positive comments from people that were cared for. She felt that the Authority's care workers needed to be given the upmost credit, wanted to pass on her thanks, and said how proud she was of everybody.

Members asked the following:

A Member noted that the report was a welcome read and noted the pleasing extract at point 4.3 of the report. As Members, it was easy to scrutinise and criticise at any given time, but when inspections and reports as good as this were received, credit should be passed on to everybody in the Service.

A Member also stated that she was proud of the fact that the Authority had a very good record for looking after everyone. She noted that sickness levels, normally without the Pandemic, were quite high in the care profession, which was understandable. She asked how the sickness levels had fared during the pandemic.

The Head of Adult Social Care explained that there were times, since the pandemic started, where it did peak. Some of the teams were 25% staff down with some of that

actual sickness, some off with Covid-19 related sickness and some isolating because of the track and trace process. In the care sector there was always with direct care staff higher figures, although what was able to be done throughout the pandemic was to look at the workforce as a whole, with staff prepared to go and work in different settings in order to cover those sickness levels. The Head of Adult Social Care did not have the sickness levels, but in adult services, the position was slightly above what it was in the previous year and that was with the Covid-19 situations. There were parts of the service where there were low levels of sickness and others where there were whole teams on the sick at certain times. What the report evidenced was whilst there were levels of sickness, the service continued to deliver everyone's care and support plan and was able to cover all of the services that were in place.

A Member noted the areas for improvement at 4.7 and asked how these had been addressed. The Member also noted at 4.8 the wording 'need to know basis' and asked for an explanation.

The Head of Adult Social Care explained that Regulation 60, notifications under the regulations, there was very clear criteria of when CIW should be notified which is done by an electronic system. When CIW had looked at individual files, they identified that there were some reportable incidents that hadn't been reported in the official way, although they did evidence that the incidents had been dealt with in an appropriate way through the normal safeguarding referrals. This was addressed straight away and all incidents are now reported through the notification system in the appropriate way. In terms of policies and procedures there was a whole raft that were required to be completed in order to register the service and that ranged from safeguarding, to infection control, to the Corporate HR Policies. When the service was registered in January 2020, all those policies and procedures were up to date. Some of the procedures need to be reviewed on annual basis but some could be in place for a number of years, although some were council wide procedures, so not just policies and procedures that related to the service. There was a mechanism in place to look at all policies and procedures with a rolling programme of reviews for those.

In terms of the comment at 4.8, it refers to when there was a safeguarding issue e.g. a medication error, a referral would be made into the safeguarding team and then a notification should go in to CIW on their online system. CIW evidenced that safeguarding referrals had been done but not the CIW notification. Therefore what was being said was that when the notifications are made, that they are only made to people that needed to know about those incidents, including CIW, the safeguarding team, the Head of Adult Social Care as the regulated Responsible Individual and families and people involved.

A Member referred to page 15 paragraph 3 and asked if the service was now back on track with formal supervisions. The Member also referred to paragraph 4 and asked for clarification as to whether the quality assurance report had been completed and what the current situation was with the latest report.

In terms of the quality assurance report, the Head of Adult Social Care confirmed that this was now in hand and they would be available.

The Provider Service Manager - Support at Home/Accommodation Services explained that in internal residential care homes, supervision continued to take place during the pandemic, because team leaders and residential managers were on site. It was a little bit different in the community, with domiciliary staff, because they worked right across the borough. It was really important knowing that face-to-face formal meetings could not take place, due to the restrictions, although the wellbeing calls continued. Team leaders continued doing joint visits to bring people into the service and undertake the assessments and support plans, and saw staff face to face on some of those visits,

where possible. The Team were now back on track in relation to supervision and appraisals had commenced.

The Operational Services Manager explained that in her service area a lot of support that was in place had been increased for staff on a more informal level of supervision by placing team leaders, etc., within services continuously. Without being able to use office bases, alternative methods for supervision needed to be considered e.g., virtually, etc. The Team were now back on track in relation to direct face-to-face supervision, there was a need to be mindful of the restrictions still in place and adapting to that. One area that was increased during that time was a group supervision option, rather than just a one-to-one, which seemed to be an effective mechanism of support for staff and something being taken forward.

The Cabinet Member for Social Services & Early Help noted that social services and social care, in particular, were still under an incredible amount of stress and strain and the workforce under pressure with people leaving the care service to go back into retail and hospitality jobs as the economy opened up. There were enormous difficulties recruiting into these important roles and she appealed to elected Members to publicise and promote the career pathways within social care, to those suitable in the community who might be looking for employment.

A Member asked if the same problem was occurring within the independent sectors as well and was a concern to the authority.

The Corporate Director - Social Services & Wellbeing began by saying in support to what the Cabinet Member had said, retention, first and foremost but then recruitment into care work roles was a challenge both in the in-house service and the independent sector. People had lots of choices and the more that could be done, collectively, to promote working and opportunities with the sector, including job satisfaction and the difference people could make, then the better.

The Chairperson thanked The Corporate Director - Social Services & Wellbeing and the Head of Adult Social Care for their report and gave a massive thank you and congratulations to the staff for such a positive report and also thanked them in recognition of their continued hard work and commitment.

**RESOLVED:** That the Committee noted the contents of the report and noted the contents of the final inspection report attached in Appendix A.

138. **CORPORATE PARENTING CHAMPION NOMINATION REPORT**

The Chief Officer – Legal, HR & Regulatory Services submitted a report, the purpose of which was to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Cabinet Committee Corporate Parenting.

The Chairperson invited nominations, following which it was

**RESOLVED:** That Councillor P J White be nominated to represent Subject Overview and Scrutiny Committee 2 as an Invitee to meetings of the Cabinet Committee Corporate Parenting.

139. **NOMINATION TO THE PUBLIC SERVICE BOARD SCRUTINY PANEL**

The Chief Officer – Legal, HR & Regulatory Services submitted a report, the purpose of which was to request the Committee to nominate one Member to sit on the Public Service Board Scrutiny Panel.

The Chairperson invited nominations, following which it was

**RESOLVED:** That Councillor P J White be nominated to represent Subject Overview and Scrutiny Committee 2 as an Invitee to meetings of the Public Service Board Scrutiny Panel.

140. **FORWARD WORK PROGRAMME UPDATE**

The Senior Democratic Services Officer – Scrutiny presented the Committee with the proposed draft outline Forward Work Programme (Appendix A) for discussion and consideration; requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend; requested the Committee to identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.6; and asked the Committee to note that the proposed draft Forward Work Programmes for the Committee would be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee, following consideration in their June Committee meetings.

Members of the Committee discussed the following:

A Member asked if the report on the Social Services and Wellbeing Strategic Programme coming to the committee in July, could cover how the service was going to operate this coming year in terms remote and home working and what that might mean for the service and/ if it would be opening up at any time.

Members of the Committee asked for updates on the following

1. What is happening regarding remote/ home / face to face working for Members in the coming year?
2. Staff have had DSE's for working from home but what about the requirements for Members to complete DSE's?
3. Has consideration been given for Members to have the appropriate length of meetings / breaks?

A Member raised the issue that there had not been a response to the questions requested in the previous meeting regarding Safeguarding. The Chairperson advised that it would be raised with the Directorate in the next Officer Planning Meeting, that timely responses were needed.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.6, and this could be revisited at the next meeting.

There were no requests to include specific information in the item for the next meeting.

**RESOLVED:** That the Committee considered and agreed the proposed draft outline Forward Work Programme in Appendix A and noted that the

**SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - THURSDAY, 17 JUNE 2021**

proposed draft Forward Work Programmes and any feedback from the Committee would be reported to the next meeting of Corporate Overview and Scrutiny Committee.

141. **URGENT ITEMS**

None

The meeting closed at 13:00

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

23 SEPTEMBER 2021

#### JOINT REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING AND THE CORPORATE DIRECTOR EDUCATION AND FAMILY SUPPORT

##### EARLY HELP AND PERMANENCE STRATEGY

#### 1. Purpose of report

- 1.1 The purpose of this report is to update scrutiny members with progress in implementing the Early Help and Permanence Strategy and to seek feedback on the revised draft strategy (attached as **Appendix 1**) to the report.

#### 2. Connection to corporate well-being objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:
- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
  - **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
  - **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

#### 3. Background

- 3.1 The Early Help and Permanence (EHP) strategy focuses on how we will improve and promote outcomes for children and young people in Bridgend. The successful delivery of early help to children, young people and families in Bridgend is reliant on the strength of partnership working, leadership and management commitment, and having a clear, robust and agreed framework from which to work.
- 3.2 Key to its implementation is a joined up approach between practitioners to share information and ensure the child/young person and their family are at the centre of any support they receive, which is delivered at the right time and in the right way.

- 3.3 The strategy supports the local authority's corporate plan and directorate business plans. Its focus is on supporting families to stay together wherever it is safe to do so, and minimising the need of statutory intervention and ultimately children and young people experiencing care.
- 3.4 The Education and Family Support directorate along with the Social Services and Wellbeing directorate are driving a 'whole system' approach to support children, young people and families.

#### **4. Current situation/proposal**

- 4.1 The EHP strategy has recently been revised to reflect emerging priorities and to re-focus efforts to support a safe reduction in numbers of care experienced children and other children and young people open to statutory services.
- 4.2 The EHP strategy (**Appendix 1**) and supporting action plan (**Appendix 2**) are draft documents which officers are keen to seek the views of stakeholders, particularly children, young people and families.
- 4.3 Progress in delivering the strategy over recent years has been marked with the creation of some new innovative services and good outcomes for children, young people and families. Achievements to date in delivering the EHP strategy include:

##### **Baby in Mind**

- 4.4 In 2019-20, the team worked alongside 18 families with 83% of babies supported by the team being able to remain safely within the family home. In November 2020, the service won a national Social Care Wales Accolade award in recognition of its pioneering work.
- 4.5 During 2020-21, the Baby in Mind Service worked with 29 families. 86% of the babies were supported to remain in the family home and of the 4 babies who were placed in the care of the local authority, three have since returned to the care of their parents.

##### **Connecting Families**

- 4.6 Connecting Families offered edge of care support to 59 families consisting of 115 children in 2019-20. Of these children, 93% were supported to remain at home with their families. An additional 8 children were referred to the service for placement support with 100% of these remaining with their carers.
- 4.7 In 2020-21, Connecting Families provided support to a total 178 children. 153 children were referred for edge of care support with 92.7% remaining out of care. 25 children were referred for placement support with 100% remaining in their existing placements.

##### **Rapid Response**

- 4.8 Rapid Response supported 159 children in 2019-20. Of those children referred, 157 received edge of care support with 96% of children supported to remain safely at home. 2 children received placement support with 50% remaining in the placement.

- 4.9 In 2020-21, Rapid Response provided edge of care support to 166 children with 96% remaining at home with their families. 100% of the three children referred for placement support were able to remain in their existing placements.

### **Integrated Family Support Service (IFSS)**

- 4.10 11 children were referred to IFSS in 2019-20 for edge of care support with 64% being supported to remain safely in the care of their families. One child was referred for placement support and has remained at home.
- 4.11 In 2020-21, 22 children were referred to the service for edge of care support with 96% remaining at home. 6 children were referred for placement support with 100% remaining in their placement.

### **Children's Social Care Safeguarding restructure**

- 4.12 On 13 September 2021, Children's Social Care restructured their safeguarding teams. This will lead to the creation of a Care Experienced Children's Team (Care Experienced Children were previously referred to as Looked After Children, LAC) who will work with care experienced children aged 0-16 once their care proceedings have concluded. To support the creation of this team a new Team Manager and Senior Social Worker role has been created. The team will focus on providing support to care experienced children once their final care plan has been agreed by the Family Court.
- 4.13 Our Safeguarding teams will be renamed 'Locality teams' and will continue to work on the same footprint and be located alongside their colleagues in Early Help. These teams will focus on working with children and their families on a Care and Support or on a Child Protection basis and whilst cases are subject to care proceedings.

### **Looked After Children's Reduction Strategy**

- 4.14 Children's Social Care has a reduction strategy for Looked After Children, which is in line with Welsh Government's expectation. The strategy focuses on how we can support the safe reduction of our Looked After Children's population by discharging Care Orders for children who are placed in their parents care and increasing the use of Special Guardianship Orders for Foster and Kinship Carers.
- 4.15 During the financial year of 2020-21, there was a small reduction in the Local Authority's Looked After Children population from 394 to 390. At the time of writing this report this number had reduced further to 384. We continue to focus on reducing the number of children who cease to be looked after, paying close attention to the number of children who are either fostered by family members, with the aim of them successfully obtaining a Special Guardian Order, or those who are Placed with Parents where we are able to safely discharge the Care Order. During 2020-21 we introduced a Care Order Discharge Legal Surgery, chaired by the Group Manager Case management and Transition and attended by a Senior Childcare Lawyer. This reviews these cases and identifies those where either of the above options i.e. Care Order discharge/SGO can potentially be achieved. The creation of the Care Experienced Children's Team will further support this agenda. During 2019-20 the number of Special Guardianship Orders granted in respect of

Looked After Children was 6, increasing to 9 during the last financial year. A further 5 have already been granted during the current financial year. During 2019-20 the number of Care Orders discharged was 3 but this number increased to 10 last year and so far this financial year there have been a further 5.

### **Multi Agency Placement Support Service (MAPSS)**

- 4.16 Tender for the regional MAPSS service was published in March 2021 with evaluation taking place in April 2021. The evaluation panel concluded on the basis of awarding to the most economical advantageous tender. However, following a formal challenge by one of the unsuccessful applicants a decision was made to abandon the tender process and re-tender. Having considered the lessons learnt, a re-draft of the specification has taken place, with input from the local authority and the tender is due to be published during August 2021. The new evaluation and award will take place during the autumn 2021.

### **Restructure of the Fostering Service**

- 4.17 The re-structure report has been completed and was signed off during August 2021. Following this there will be consultation with the unions at the beginning of September 2021 before commencing the consultation with members of staff during September and October 2021. The new structure will be implemented in December 2021.

### **Practice Support Workers**

- 4.18 During 2020-21 the service received 68 referrals. During quarters 1 and 2 the focus of the referrals was for placement support, whilst in quarter 3 and 4 the service saw increased referrals to support children and young people return to the care of their families. At the end of 2020-21 the service had worked with 23 children, where re-unification to their birth family had been achieved.
- 4.19 During quarter 1 of 2020-21, the local authority saw the percentage of children who are looked after, who experience more than 3 placement moves, reduce significantly to 0.51%. Throughout the year this number slowly rose to 10.26% but this still represents better performance in this area for the local authority than in previous years.
- 4.20 There is further evidence that the role of the Practice Support Worker has been effective with the number of children and young people who were placed out of county reducing from 48 at the start of the year to 39. This has included cases where children have returned to live with in-house foster carers and where they have been supported to return home to their birth families.
- 4.21 In terms of the cost benefit of this project, during quarter 4 of 2020-21, 5 children were supported to return to the care of their parents. Based on the cost of in-house foster carers between the date the children returned home and their eighteenth birthday, the saving to the local authority will be approximately £735,676.

## **Challenges in delivering the strategy**

- 4.22 Covid pandemic - this has impacted on the ability of many services to deliver face to face interventions. Although many service providers are now able to return to services that resemble those delivered prior to the pandemic, many of them have significant waiting lists. This continues to have a negative impact on services (both quality and timeliness) delivered by Early Help and Safeguarding.
- 4.23 Increase service demand and complexity of cases – early help services are now running significant waiting lists for some services. Whilst this has been exacerbated by the pandemic, reported data evidences a 21% increase in referrals for early help services in quarter 1 of 2021-22 compared to the same period in 2019-20. A business case has been submitted for a budget pressure in 2022-23 to provide support in meeting this additional demand. The complexity of cases open to early help is also providing additional challenges.
- 4.24 Workforce shortages – there are currently significant staffing challenges in respect of recruiting into Social Care, particularly in terms of recruiting Social Workers to work within safeguarding teams. In addition, similar experiences are being faced with recruiting family support workers and other family intervention workers across early help services.
- 4.25 Grant funding – both the nature and the timeliness of grant funding (new and existing funding streams) continues to provide significant challenges with recruitment and retention of practitioners, particularly across early help services.

## **Priorities/next steps**

- Embed our one Council and partnership whole system approach to improving and monitoring performance thorough the use of a shared data set that is accurate, up to date and meaningful
- Identify comprehensive packages of support to safely enable children and young people to remain in their own families where possible with an emphasis on early help
- Identify more cases of children receiving care and support which need to be closed or stepped down to Early Help
- Ensure that effective support systems are put in place so that children who enter the care system can return to live safely with family members at the earliest opportunity
- Support more children and young people at home on Child Protection Plans instead of under Placement with Parent regulations
- Review all children and young people placed on a Care Order with parents and consider whether any can be discharged or stepped down to Supervision Orders
- Support more family members to become kinship carers
- Support more carers to become Special Guardians
- Recruit more local authority foster carers
- Reduce the number and length of time that children and young people are living in residential care settings
- Ensure that effective support systems and therapeutic interventions are put in place to prevent placement breakdown and promote placement stability for care experienced children

- Develop a constructive relationship with the Judiciary alongside mechanisms for regular dialogue with the Child and Family Court Advisory Support Service (CAFCASS) and clarity of expectations of the dialogue and collaborative working with children’s guardians
- Develop a Corporate Parenting Strategy which commits the whole Council and partners to committing to taking the actions which result in the best possible lives for care experienced children
- Develop a child’s rights approach to participation and involvement of children and young people in the work of early help and permanence services, including the reshaping of services

## **5. Effect upon policy framework and procedure rules**

5.1 The strategy will be implemented in line with existing policies and procedures.

## **6. Equality Act 2010 implications**

The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact Assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

## **7. Well-being of Future Generations (Wales) Act 2015 implications**

7.1 The implementation of the duties and responsibilities under the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people’s physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the well-being goals of a healthier and more equal Bridgend and Wales are supported.

## **8. Financial implications**

8.1 There are no financial implications resulting from this report.

## **9. Recommendations**

9.1 It is recommended that members:

- consider the content of the report, strategy and supporting action plan; and
- formally feedback comments on the revised draft strategy and action plan in line with agreed priorities.

Claire Marchant  
**CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING**

Lindsay Harvey  
**CORPORATE DIRECTOR EDUCATION AND FAMILY SUPPORT**  
**September 2021**

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**Postal address:** Civic Offices, Angel Street, Bridgend, CF31 4WB

**Background documents:**

None

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# Draft Early Help and Permanence Strategy

**2021-2022**

Cyngor Bwrdeistref Sirol



## Introduction

### The purpose and aims of the strategy

This Early Help and Permanency Strategy focuses on how we will improve and promote outcomes for children and young people in Bridgend. The term early intervention has been replaced by the term early help. The successful delivery of early help to children, young people and families in Bridgend is reliant on the strength of partnership working, leadership and management commitment, and having a clear, robust and agreed framework from which to work.

Key to its implementation is a joined up approach between practitioners to share information and ensure the child/young person and their family are at the centre of any support they receive, which is delivered at the right time and in the right way.

This strategy supports the local authority's Corporate Plan and directorate business plans. Its focus is on supporting families to stay together wherever it is safe to do so, and minimising the need of statutory intervention and ultimately children and young people experiencing care.

The Education and Family Support directorate along with the Social Services and Wellbeing directorate are driving a 'whole system' approach to support children, young people and families.

This strategy will describe what will change in relation to our work with children, young people and their families at the earliest possible stage. The emphasis of the work is based upon there is 'no wrong front door' for accessing support. The strategy is complemented by an action plan for future service development and delivery.

Bridgend want all our children and young people to:

- thrive and make the best of their talents;
- live healthy and safe lives;
- be confident and caring individuals throughout their lives; and
- know and receive their rights.

### Early Help and Permanence

The Social Services and Wellbeing Act, Section 15, requires that local authorities must provide or arrange for the provision of a range and level of preventative services which they consider will achieve the following purposes:

- a) contributing towards preventing or delaying the development of people's needs for care and support
- b) reducing the need for care and support of people who have such needs
- c) promoting the upbringing of children by their families, where that is consistent with the well-being of children
- d) minimising the effect on disabled people of their disabilities
- e) contributing towards preventing people from suffering abuse or neglect
- f) reducing the need for:

- proceedings for care or supervision orders under the Children Act 1989
  - criminal proceedings against children
  - any family or other proceedings in relation to children which might lead to them being placed in local authority care, or
  - proceedings under the inherent jurisdiction of the High Court in relation to children
- g) encouraging children not to commit criminal offences avoiding the need for children to be placed in secure accommodation;

Early help is taking action as soon as possible to tackle problems for children and families before they become more difficult to reverse. Early help with families will ensure that children, young people and families who are at risk or vulnerable to poor outcomes are identified early and that their needs are effectively assessed and met by agencies working together.

There is a substantial body of evidence that demonstrates that particular early interventions can be very effective at improving outcomes for young people and families.

### **Our ambition**

- Know which children need safeguarding
- Know which children need early help
- Help individuals, families and communities to help themselves
- Work in strong partnerships
- Swift, sensitive and effective help
- Understand how successful we are by ensuring the voice of children, young people and families is central to the support offered

### **Key objectives in early help and permanence planning**

The aim of early help is to prevent the needs of the children and families from escalating rather than to respond only when the difficulty has become so acute as to demand attention to:

- improve outcomes and life chances for children, young people and families placing the well-being of the child / young person at the centre of all that we do
- increase access to timely, targeted and appropriate services
- manage highly predictable risk better (e.g. parents who have been in care themselves and parents who have previously had children removed)
- refocus resources and expenditure from crisis intervention to early help
- provide a focus on the whole family and the role of the family in the planning and delivery of early help
- ensure interventions have a strong evidence base and any services commissioned are able to evaluate and demonstrate impact and outcomes
- further develop multi-agency and integrated working, including using and sharing data and information more effectively
- strengthen the role of universal services provision in early help
- communicate the early help offer and how it can be accessed
- develop skills and management support/supervision for early help workers

## **Underpinning principles of early help**

- A focus on identification of need and swift access to appropriate early help
- Support available for the child/ young person's journey throughout all key life stages offering continuity and flexibility wherever possible
- Equality of access to early help provision
- Families recognised as central to defining and addressing problems and empowered as partners in the process of early help
- Work with the whole family, including fathers and other carers
- Promotion of personal responsibility and resilience rather than dependency.
- Active engagement of children, young people and families in the planning and delivery and evaluation of services
- Commitment to collaboration, joint commissioning and multi-agency working and to overcoming organisational barriers to achieving better outcomes.
- Shared systems in place to provide effective early help

## **Strategic plan for early help**

- High quality universal services are the building blocks of effective early help
- Workforce is able to identify additional needs at an early stage
- Workforce has a clear understanding of the levels of need, and how services and support may be accessed
- There is a clear process in place to support effective multi- agency co-ordination of targeted support
- There is a clear step up and step down process in place
- A co-ordinated delivery programme of early help services and support across all ages and stages of a child's development

If good outcomes are achieved, the different needs of children and young people – social, physical, emotional, cultural and learning – will have been met. However, not all children and young people have the benefits of good health, a stable and nurturing family, the necessary personal and social skills or other attributes which will secure their safety and wellbeing.

## **Striving for stability and permanence for care experienced children.**

Care experienced children are children and young people aged between 0 to 18 years who cannot safely remain with their family and are cared for by the Local Authority. Children are accommodated by the Local Authority either as a result of Court proceedings because they have been or are in danger of being harmed, or with parental agreement. A significant proportion of children who enter the care system have a history of neglect or abuse.

In general, outcomes for children who have had an experience of being in the care system, particularly for long periods of time or after a long period of poor parenting and neglect, are not as positive as those who have not experienced care. Hence, early help is necessary to ensure children and young people receive good parenting and (often specialist) support when in a timely manner.

To support this, Bridgend have identified five areas which will contribute to safely reducing the number of children in the care system whilst ensuring the most appropriate permanence arrangements:

- strategy and leadership;
- prevention and early help;
- approach to practice;
- partnership working, and
- information and intelligence about performance.

### **Using a threshold of need model to support practice (See Appendix A)**

Because a child or family can experience an array of problems all at once, early help requires a multilevel, holistic approach. For example, at a local level early help may involve Family Engagement officer and a youth offending team working together to get to the root of a family's issues and refer them to the best support for their particular situation.

Threshold levels of intervention act as a guide to professional decision making aiming to maximise opportunities for the right level of support to be offered at the right time, to ensure that a child or young person's needs are met in a proportionate, robust and timely way, improving life chances to keep children and young people safe. The thresholds should always be viewed as a clear and fluid continuum, responsive to changing circumstances and environments through which children may travel both down and up and will on occasion be accessing services across the continuum, as need determines.

As we know the needs of children and young people and their families are not static, these may escalate e.g. in the face of a crisis or unanticipated incident, equally they may diminish, e.g. as a result of a successful intervention, an increase in protective factors, reduction in risk and enhancement of resilience.

Evidence tells us in such circumstances a seamless integrated transition between thresholds is indicated, which can assist a family to maintain positive momentum or indeed manage a crisis or incident, without additionally and instantly losing the input and support of the lower threshold agencies.

It is also intended that this model be used to enable practitioners and their partner agencies to communicate their concerns about children using a common format, language and understanding of levels of need, concern and/or risk for children, young people and their families.

### **Using the model to identify appropriate services**

Having identified an overview of a child and family's needs, practitioners will be able to use the detailed threshold examples to reach a collective understanding of the most appropriate services to respond to identified need aiding consistent and rationalised decision making.

## Permanence

The objective of planning for permanence is to ensure children have a secure, stable and loving family to support them through childhood and beyond and to give them a sense of security, continuity, commitment, identity and belonging. It is also important to remember that older children and young people also need to achieve permanence in their lives although they may not wish (for a variety of reasons) to be in a foster home or to be adopted. For example, they may prefer to live in a children's home where they can also achieve a sense of security and belonging.

The question "how are the child's permanence needs being met?" must be at the core of everything we do.

Where it is necessary for a child to leave his or her family:

- this should be for as short a time as needed to secure a safe, supported return home; or
- if a child cannot return home, plans must be made for alternate permanent care. Family members and friends should always be considered in the first instance with the permanence secured through the appropriate legal order to meet the child's needs;
- where it is not in the child's best interests to live within the family network, it will usually be in the interests of the child for alternative permanent carers to be identified and the placement secured through adoption, long term foster care, Child Arrangements Orders or Special Guardianship Orders;
- residential group living is provided only when a need for this is identified within the Care Plan and when substitute family care is not appropriate;
- for older children arranging for their independent living must be considered.

Where it is clear that families and children are unable to live together, planning must be swift and clear to identify permanent alternative settings.

Wherever possible, care should be provided locally unless clearly identified as inappropriate.

Contact with the family, Connected Person and extended family should be facilitated and built upon (unless clearly identified as inappropriate). The professionals involved work in partnership with parents/families to meet the above objectives whilst the wishes and feelings of the child are taken into account. The older and more mature the child, the greater the weight should be given to his or her wishes.

Whilst it is important, when undertaking permanence planning, to promote the child's links with his or her racial, cultural and religious heritage, this should not be allowed to introduce delay in achieving permanence for the child.

## Priorities for 2021-2022

- Embed our one Council and partnership, whole system approach to improving and monitor performance thorough the use of a shared data set that is accurate, up to date and meaningful
- Identify comprehensive packages of support to safely enable children and young people to remain in their own families where possible with an emphasis on early help
- Identify more cases of children receiving care and support which need to be closed or stepped down to Early Help
- Ensure that effective support systems are put in place so that children who enter the care system can return to live safely with family members at the earliest opportunity
- Support more children and young people at home on Child Protection Plans instead of under Placement with Parent regulations
- Review all children and young people placed on a Care Order with parents and consider whether any can be discharged or stepped down to Supervision Orders
- Support more family members to become kinship carers
- Support more carers to become Special Guardians
- Recruit more local authority foster carers
- Reduce the number and length of time that children and young people are living in residential care settings
- Ensure that effective support systems and therapeutic interventions are put in place to prevent placement breakdown and promote placement stability for care experienced children
- Develop a constructive relationship with the Judiciary alongside mechanisms for regular dialogue with the Child and Family Court Advisory Support Service (CAFCASS) and clarity of expectations of the dialogue and collaborative working with children's guardians

- Develop a Corporate Parenting Strategy which commits the whole Council and partners to committing to taking the actions which result in the best possible lives for care experienced children
- Develop a child's rights approach to participation and involvement of children and young people in the work of early help and permanence services, including the reshaping of services

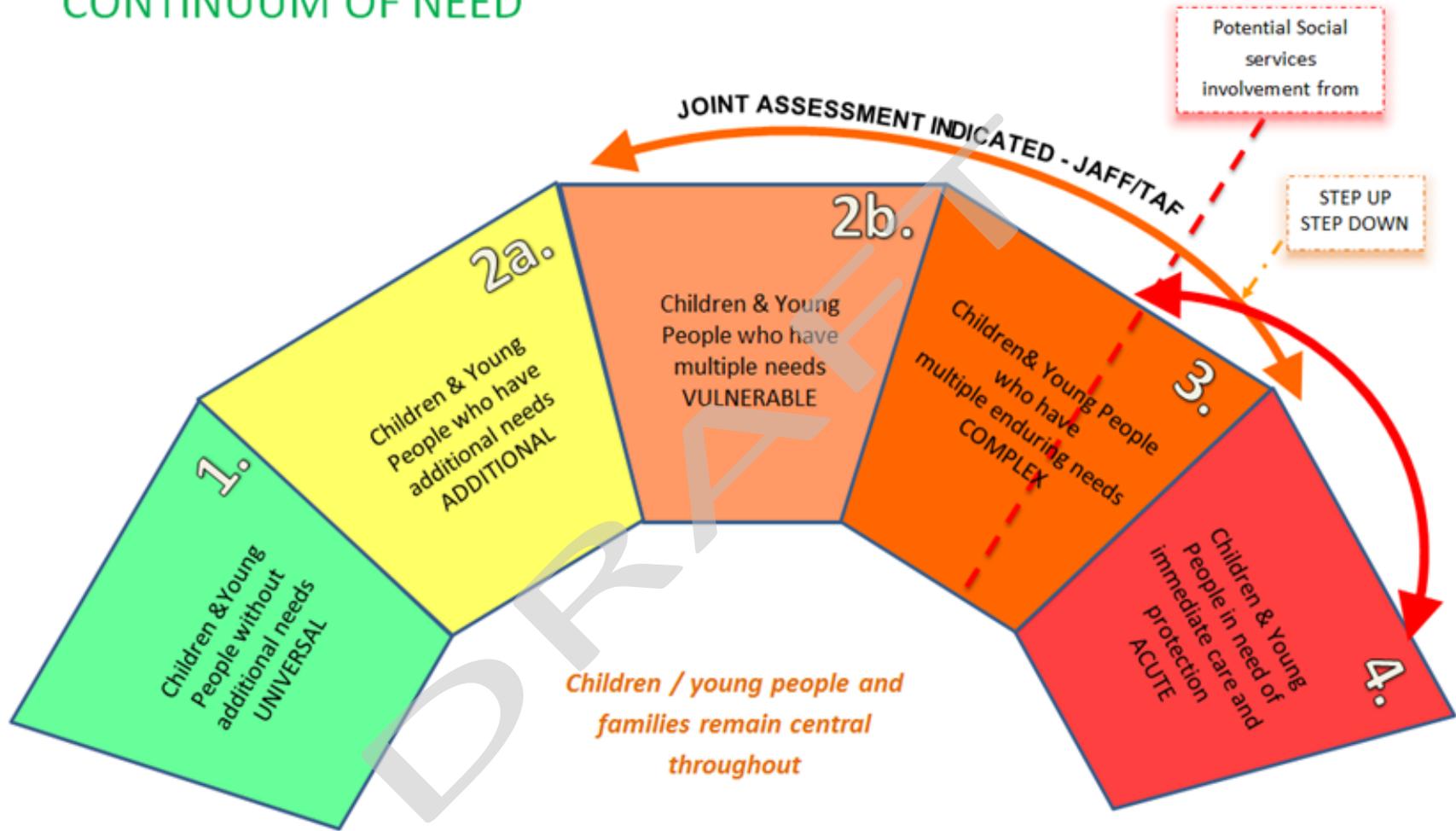
### So what will be different?

Children and young people will be supported to live in permanent family arrangements which are safe and support them to feel secure, and achieve their potential. This will mean:

- A safe reduction in the number of care experienced children
- More children living with in families connected to their birth parents
- More children and young people successfully supported to return to live permanently with birth families
- More children and young people supported by early help services
- Less children and young people at home under 'Placement with Parent regulations'
- More children and young people living in families with Special Guardians
- More local authority foster families
- Where children and young people live in residential care settings it is for a shorter time, and to achieve a clear outcome which supports their permanent plan.
- Reduction in breakdown of all caring situations and increased permanence and stability for care experienced children
- A new Corporate Parenting Strategy developed with, and reflecting what matters to, children and young people.
- Children's rights and their participation and engagement at the heart of everything we do.



# CONTINUUM OF NEED



# CONTINUUM OF NEED

1.

At this level, support is 'universal', which means that it is generally available to all children and young people, such as schools, leisure centres, GP surgeries. Children and young people are making good overall progress across all areas of development. It is likely they live in a protective environment where their needs are well understood and met. These children need no additional support other than those universally available within public services.

2a.

Children and young people who need additional support, this may relate to their health, educational or social development. Support is required to improve the chances of reaching their full potential, if not identified and addressed at an early stage, these issues may escalate and become increased concerns under level 2b or 3.

2b.

Children, young people and their families have a range of needs. Multi-agency support is required to reduce levels of vulnerability and/or to reduce risk taking behaviours. If needs are not met then children's health, social development, or educational attainment may be significantly impaired. A Joint Assessment (JAFF) is required along with the appointment of a Lead Professional who will coordinate the support through the establishment of a Team around the Family (TAF).

3.

Children with complex needs which appear chronic and enduring, these children are considered highly vulnerable or living in the greatest level of adversity. The needs of many of these children and young people can be met through a Joint assessment and plan (JAFF) with a lead professional coordinating support. There will be occasions when a child or young person requires a STEP UP\* specialist assessment and support from a range of specialist agencies.

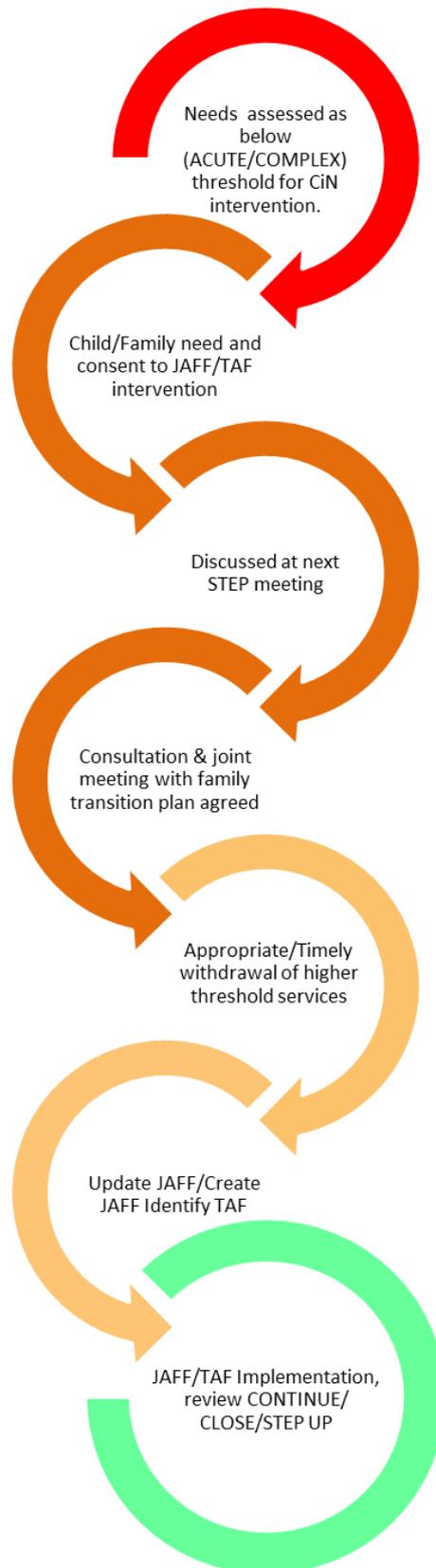
*\* See STEP UP Procedure*

4.

Children in need of immediate care and protection, this is the most urgent category and always requires an immediate referral to children's social care. These are children and young people whose care is so compromised as to place them at risk of significant harm and in need of a Child Protection Plan, and all children and young people already subject of a Child Protection Plan.

This level includes children and young people who are identified as at risk of becoming looked after by the local authority, and all children and young people already looked after by the local authority. These children/young people will be subject to the 'STEP DOWN' process once safety is secured. *\*See STEP DOWN Procedure*

## Step Down Process – Appendix B



**Early Help and Safeguarding Joint Action Plan  
April 2021 to March 2022**

<b>B</b>	Completed
<b>R</b>	A problem needs serious attention and action now
<b>A</b>	Issues are being managed and if addressed should not affect delivery
<b>G</b>	On track, in progress, any minor risks/ issues being managed
<b>NYS</b>	Not yet started

Youth Justice Service								
	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG
1	Group Manager (Family Support)	May 2021	To address the issues identified by HMIP in respect of the Youth Justice Service (formerly Western Bay Early Intervention and Youth Justice Service)	To implement the post-inspection action plan	Outcome report following re-inspection of BCBC Youth Justice Service.	Re-inspection by HMIP identifying areas are addressed.		
Reduction of looked-after children (LAC) population								
	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG



			<p>placed out of the county</p> <p>Reduce the number of children and young people removed from parents with a learning disability</p> <p>Reduce the number of children and young people subject of Care Orders to BCBC.</p>	<p>YP to Step down from Residential Care.</p> <p>Care Order Discharge Legal Surgery to be held monthly.</p>	<p>who have a learning disability.</p> <p>Reduction in the number of Children who are subject to a Care Order.</p>			
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**Review and monitor Edge of Care Services**

	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG
3	Group Manager (Family Support)	March 2022	Ensure Edge of Care Services inclusive of: Baby In Mind,	Provide regular performance data to the Early Help and Safeguarding Board	Data information that is provided to the Early Help and Safeguarding	Data demonstrating the value/effectiveness of each service is presented to the Early Help and		

			<p>Rapid Response, Connecting Families, Integrated Family Support Services, Reflect, Family Group Conferencing, Domestic Abuse services and Reunification Support Workers continue to demonstrate effective intervention to prevent children and young people in Bridgend becoming 'looked after'.</p>	<p>in respect of its impact on preventing children and young people becoming looked after in Bridgend</p>	<p>Board on a quarterly basis</p> <p>Reports to include qualitative and quantitative data.</p> <p>April 2021- PO Case Management &amp; Family Support Services Manager to develop Family Group Conference (FGC) process map.</p> <p>May 2021 – FGC process map to be signed off by the Practice Development Group.</p> <p>May 2021- TGP to deliver FGC training.</p> <p>June 2021- TGP to begin holding monthly</p>	<p>Safeguarding Board at agreed intervals</p> <p>25.2.21 - Continued evidence of edge of care services in partnership with social care preventing children entering care system.</p> <p>Longer-term funding has been secured to offer Family Group Conference's via Tros Gynnal Plant. This funding will also incorporate a training and raising awareness sessions to early help and social work teams.</p>		
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					practitioner surgeries.  July 2021- Quarterly report re FGC quarter one data to be presented.			
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**Evaluation of Step Up/Step Down Quality Assurance Audits**

	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG
4	Group Manager (Family Support)  Principal Officer Case Management	March 2022	To ensure compliance with step up/step down audits, monitor the interface between the teams and report identified themes to the Early Help and Safeguarding Board	Regular review monitoring and review of step/down cases.  Carry out six-monthly review of findings  Present findings in the form of a report to the Early Help and Safeguarding Board.  Performance team to send out monthly QA lists.	Increased activity in respect of the number of cases stepping up/down  Quality Assurance forms are completed, on a monthly basis.	11.3.21 - Meeting held between the Senior Managers and Team Managers of the Early Help and Safeguarding Teams on Full feedback will be provided at March's board in respect of the outcome of this meeting  1.4.21 – QA work to restart  October 2021- six-monthly report to be presented by the Group Manager (Family Support) and PO Case Management.		

**Regional MAPPS (Multi-Agency Placement Permanence Service)**

	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG
5	Group Manager Placements and Provider Services	March 2022	To ensure there is a specialist therapeutic service to support care experienced children.	Develop a regional MAPPS Service on a Cwm Taf Morgannwg footprint.	<p>MAPPS Service is established.</p> <p>Number of referrals being received by the service.</p> <p>Greater Placement Stability.</p>	<p>Tender to be published Jan 2021 and Tender returned Feb 2021</p> <p>Evaluation of Tender up until 12th March 2021 with tender sign off by 19th March 2021.</p> <p>Signing of contract period up to 4th April. Contract starts on 5th April 2021.</p> <p>Eight-week mobilisation period (no payments to be made) up to 31st May 2021.</p> <p>Service commences on 1st June 2021.</p>		

### Undertake restructure in Children's Social Care

	Owner	Due date	Recommendation	Action	Evidence	Milestones	Last RAG	RAG
6	Group Manager – Placements and Provider Services	March 2022	To restructure the existing safeguarding teams and the Fostering Service.	<p>Undertake a re-structure of the Fostering and Placements Team.</p> <p>Undertake a restructure within</p>	New General Foster Care and new Permanence Teams established.	<p>Feb 2021- CMB approves new posts.</p> <p>March/April 2021- Consultations to take place, they have now concluded.</p>		

	Group Manager – Case Management and Transition			Safeguarding to create a Care Experienced Children’s Team.	New Care Experienced Children’s Team established.	June 2021- TM & SSW appointed, match and slot exercise concluded.  September 2021- New structure to be put in place.		
<b>Engagement</b>								
	<b>Owner</b>	<b>Due date</b>	<b>Recommendation</b>	<b>Action</b>	<b>Evidence</b>	<b>Milestones</b>	<b>Last RAG</b>	<b>RAG</b>
7	Group Manager (Family Support)  Group Manager – Case Management and Transition	March 2022	To carry out engagement exercises with those in receipt of services, in order to shape strategy	Engage with children, young people their families and multi-agency partners in respect of key strategies to include Early Help an Permanence Strategy, Children with Disabilities Strategy and the Mental Health Strategy.	Report to the Early Help and Safeguarding Board on findings and associated recommendations.  Number of engagement sessions undertaken.  YP voices are evident within strategies that are developed.	March 2021 - Assurance surveys go live  May-August 2021 - Remaining survey(s) to go live.  July 2021- Engagement with key stakeholders in respect of the Children with Disabilities Strategy taking place.		

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO OVERVIEW AND SCRUTINY COMMITTEE 2

23 SEPTEMBER 2021

#### REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING

#### RE-COMMISSIONING REGULATED CARE AND SUPPORT AT HOME

#### 1. Purpose of report

- 1.1 The purpose of this report is to provide the Committee with an update in respect of the significant pressures being experienced across care at home services, and the plans being developed and implemented in order to respond to these challenges, including the recommissioning work being undertaken for Independent Domiciliary Care (IDC) and Short Break services.

#### 2. Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:-

1. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
2. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

#### 3. Background

- 3.1 Domiciliary Care can be defined as a range of services put in place to support an individual in their own home, that are given to those that require additional support with day to day household tasks, personal care or any other activity that allows them to maintain their quality of life and independent living.

Short Break services can be defined as a service which enables the carer(s) to have sufficient and regular periods away from their caring routines or responsibilities, which is provided through a regulated domiciliary care provider.

#### Independent Domiciliary Care (IDC)

- 3.2 In November 2014, Cabinet approved the remodelling homecare implementation plan, which set out the Council's intentions for meeting the increasing demands for internal homecare and external domiciliary care in a sustainable and managed way. This plan recommended remodelling the Council's internal homecare service into a

provider of specialist homecare services, and to commission domiciliary care services from the independent sector.

- 3.3 It was recognised that there was a need to strengthen and develop what was a fragile market, and attract new providers to support the remodelling of services. To facilitate this change, officers developed a commissioning plan, where it was proposed that a framework agreement be established for the provision of externally commissioned domiciliary care. This framework allowed the Council to test the current market, strengthen the existing contractual arrangements, and open up the market to new providers, which managed the increased challenges and demands.
- 3.4 In January 2016, Cabinet approved the award of a Framework Agreement to 13 providers for the provision of new packages of domiciliary care for the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2018, with an option to extend for a further period of up to 24 months.
- 3.5 Building on the success of the tender exercise, it was proposed that a new Framework be established, which covered all externally commissioned domiciliary care. i.e. both new and existing packages of care. This would allow the Council to further strengthen and enhance the service model, and also potentially open up the market to further providers in light of the planned increase in homecare hours being commissioned from the independent domiciliary care sector.
- 3.6 In January 2017, following engagement sessions undertaken with pertinent stakeholders and providers in respect of the proposed commissioning intentions, Cabinet approved the final commissioning plan for the independent domiciliary care sector in Bridgend, and approved the invitation of tenders to establish a Framework Agreement for the provision of all packages of commissioned domiciliary care.
- 3.7 In September 2017, Cabinet approved the award of a Framework Agreement to 15 providers (13 existing and 2 new providers) for the provision of domiciliary care for the period 1<sup>st</sup> January 2018 to the 31<sup>st</sup> December 2019 with an option to extend for a further period of up to 24 months.

#### Short Breaks service

- 3.8 A series of stakeholder engagement and consultation events took place during 2019/20 in order to co-produce the model for a new short break service. Consultation included a high-profile public event, local mapping and stakeholder meetings and follow-up focus group workshops. The public event and focus groups were independently facilitated by Swansea University and carers who use short break services were able to contribute.
- 3.9 This extensive service development with stakeholders has co-produced a new pathway for carers' services in Bridgend. A key part of that pathway is to provide appropriate short breaks for carers through flexible delivery of replacement care to individuals in need of care and support, that will provide more voice, choice and control for individuals and their carers through an ability to bank weekly assessed hours for flexible use within a 4-week window.

- 3.10 Following a successful tender exercise, approval was granted to award contracts for the provision of a regulated domiciliary Short Break Service for individuals and their carers in Bridgend. The duration of contracts entered into was 2 years commencing in July 2019 with the option to extend for up to a further 24 months.
- 3.11 During a Care Inspectorate Wales (CIW) inspection undertaken in 2019/20, the Short Break service model was commended in the verbal feedback received from regulators, where the question was also posed about why all regulated homecare services could not be commissioned in this more outcome-focused way.

#### 4. Current situation/proposal

##### Context and challenges

- 4.1 Having safe, flexible and effective care at home services are an essential part of the Council's strategy to help and support individuals to maintain their independence. As can be seen from the table below, demand for these care at home services have increased by circa 8% in the last 3 years:

	Avg 17/18	Avg 18/19	Avg 19/20	May 2021
Total Hrs	8,151	8,581	8,701	8,738

- 4.2 A consequence of increasing the capacity within our care and support at home services has enabled the directorate to manage the volume of placements made into care homes which was 242 placements in 2017/18, compared to 232 in 2019/20. As a financial comparison, it currently costs £628 per week for a standard residential placement, whereas the typical care at home package of care (average hours being 10hrs/wk) costs in the region of £200 per week.
- 4.3 The demands on care and support at home services post-Covid is still yet to be fully understood, but the service is already experiencing significant increase in need, with care at home hours delivered in August 2021 being 7-8% greater than those hours provided in April 2020, before the pandemic took effect.
- 4.4 It is forecast that the long-term impact of Covid, alongside the already known pressures of an ageing population, increasing dementia rates and more complex and challenging needs is going to result in increasing demands on already pressurised services. The below is an extract taken from Welsh Government's 'Rehabilitation: a framework for continuity and recovery 2020 to 2021', which is intended to assist service planning for the anticipated increased demand for rehabilitation (and therefore social care) for people affected by Covid across four main areas:
1. people who have had COVID-19: those recovering from acute COVID-19 symptoms, including people who experienced extended time in critical care and hospital, or those whose acute care was managed in the community and those with prolonged symptoms of COVID-19 (Long COVID) recovering in the community
  2. people awaiting paused urgent and routine interventions and who have further deterioration in their function

3. people who avoided accessing services during the pandemic who are now at greater risk of disability and ill-health

4. socially isolated/shielded groups where the lockdown has led to decreased levels of activity and social connectivity, altered consumption of food; substance misuse, the loss of physical and mental wellbeing and thus increased health risk

4.5 Alongside these demand pressures, the Covid pandemic highlighted the fundamental importance of care and support at home, and the role of professional care workers, in providing essential personal care and support to highly vulnerable people to keep them safe, well and connected. Put simply, this service is the foundation of the whole health and social care system and unless there is sufficient quality and capacity of provision the whole system, and our most vulnerable people, are at risk.

4.6 There is also a fundamentally changing requirement in respect of the social care worker workforce. There are specific requirements in respect of registration and qualification which came in under the Regulation and Inspection of Social Care (Wales) Act 2016. This is a highly skilled, professional workforce working with people at the most challenging times of their lives. The learning taken from the pandemic also emphasises the absolutely essential role of care workers in keeping people safe and connected with their families and communities.

4.7 In terms of having sufficient quantity and quality of capacity to meet these needs moving forward, the social care market remains fragile, with recruitment and retention posing a significant challenge for a variety of reasons, including:

- Pay and employee terms and conditions being comparably low, despite a strategic intention from Welsh Government to achieve parity of esteem between the care workforce and NHS workers, especially when considering the training and registration requirements of the Registration and Inspection of Social Care (Wales) Act 2016 (RISCA) and the responsibility of the role;
- Competition from other sectors (hospitality and retail frequently pay more) and similar roles in health pay more and often provide better terms and conditions

4.8 The impact of all the above (i.e. Increasing demands on an already fragile area where workforce capacity and recruitment and retention are significant challenges) has meant numbers of individuals awaiting packages of care from care at home services are at the highest levels encountered in Bridgend County Borough Council (BCBC).

#### BCBC response

4.9 A Project Group has been established tasked with developing, implementing and monitoring an Action Plan (included as **Appendix A**) to respond to these challenges with actions identified in both the shorter and longer-term.

4.10 Some of these plans and proposals are still in the early stages of development, but they will focus on:

- **managing demand** – by regularly assessing and using a risk based approach for those already receiving and those requiring packages of care, and developing fast-track options for Direct Payments

- **maximising capacity** – through effective recruitment and retention and looking into pathway options more aligned to support workers in health, and also how we can directly support those workers in commissioned homecare services (such as a recognition payment in a similar vein as the WG £500 payment), where recruitment and retention challenges are most severe. BCBC have also recently had to contract with two additional IDC providers as a matter of urgency, in order to increase capacity and help meet demands on homecare services
- **reviewing our service models** – by recommissioning our homecare services into a more outcome-focused and flexible model of delivery, aligned to National Commissioning Board rates of pay – more specific detail of which is provided below

- 4.11 The move towards a more outcome focused way of commissioning (which was approved by Cabinet in July 2021) is all about social outcomes as well as personal care outcomes and is a significant move towards a more flexible method of delivery, which is intended to help providers take on more packages of care and ease pressures on services.
- 4.12 A market testing event took place in May 2021, where existing contracted providers in attendance gave very positive feedback on how the Council's Short Break service had been commissioned in 2019. It was clear from this meeting that the preferred option for recommissioning homecare services is to use a similar model and concept for the service specification, where there will be a clear emphasis on voice, choice and control for individuals and carers, which will help BCBC meet its corporate strategy of helping to keep people resilient and live as independently as possible within their own homes.
- 4.13 As with the existing framework agreements in place, the plan is to implement a four year (2 years with the option to extend by 24 months) Framework Agreement, which will bring both service types (IDC and Short Breaks) in line with one another.
- 4.14 The recommissioning exercise is being carried out in the same way as when IDC and Short Breaks services have previously been tendered where existing packages of care will only possibly move over to a new provider at point of review. This is to minimise disruption, ensure consistent delivery of care and unrest for individuals, but also will not have too much of a destabilising impact on providers. i.e. maintain market stability.
- 4.15 Service providers on the new Framework Agreement will not be guaranteed packages of care, with each one following its own individual process which considers both quality and price as part of the evaluation, which is carried out independently by a brokerage team.
- 4.16 BCBC is committed to working with high quality and experienced service providers, and there will be a very strong emphasis on quality as part of the tender process. To enable this, the cost:quality ratio of 20:80 is strongly weighted in favour of quality which will be evaluated through the written responses from the providers, as well as presentations and/or interviews that are part of the tender process.

4.17 The table below sets out the procurement timescales officers are working towards:

	<b>Procurement Activity</b>	<b>Date</b>
1	Cabinet approval to go to tender	July 2021 – COMPLETE
2	Place tender notice for the Framework	August 2021 – COMPLETE
3	Tender returns	October 2021
4	Final tender evaluation	November 2021
5	Approval to award	December 2021
6	Contract start date for Framework	April 2022

4.18 As part of the previous IDC and Short Break tender exercises, providers were asked to submit their own rates in order to meet the requirements of the contract and no ceiling or basement amounts were provided by BCBC. The current (2021/22) rates paid for these respective services is shown below:

- **£18.65/hr** Short Break services (traditionally a lower amount due to the fact that these are longer calls – as opposed to 15/30/45 minutes)
- **£20.12/hr** IDC services – which is a ‘weighted average’ that accounts for the proportionately more expensive shorter call durations

4.19 The approach outlined above is often accused as being a ‘race to the bottom’, where those who provide the lowest rates are more likely to score highly when considering 20% of evaluation links to costs, and the lower cost is deemed more favourable. In evaluating costs, it is important to note that value for money, rather than lowest cost will be evaluated in that the ability of potential suppliers to retain and recruit a professional care workforce in the context of the current labour market challenges will be reviewed.

4.20 The National Commissioning Board (NCB) (on behalf of Welsh Government) have recently undertaken and published some cost modelling work, which sets out what is deemed an ‘anticipated cost of care for 21/22’ in a variety of care settings including homecare services , with the summarised findings in this particular area being:

- **£21.43/hr** – when linked to National Living Wage (NLW)
- **£22.72/hr** – when linked to Real Living Wage (RLW)

4.21 It is anticipated that paying the RLW for care workers will form an important strand of the Wales Programme for Government. This national intention aligns with Cabinet’s expressed views regarding RLW for care workers and BCBC now have a mechanism of doing this, where as part of the tender exercise, the rates as defined by the NCB work will form the price ranges within which potential bidders can submit their rates.

4.22 A pricing schedule concept (providing price ranges linked to NCB rates) was tested with potential bidders at the market testing event where all those in attendance were unanimous in agreeing that this would be a positive step forward.

## **5. Effect upon policy framework and procedure rules**

5.1 The tendering process is being undertaken in compliance with the Council’s Contract Procedure Rules and the Public Contracts Regulations 2015.

## 6. Equality Act 2010 implications

- 6.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal.

## 7. Well-being of Future Generations (Wales) Act 2015 implications

- 7.1 The recommissioning of IDC and Short Break services supports the five ways of working under the Well-being of Future Generations (Wales) Act 2015, as follows:

**Long Term** – the new service model will be a more person-centred and outcome-focused way of working, more in keeping with the requirements of the Social Services and Wellbeing (Wales) Act 2014, and more appropriate for the longer-term.

**Prevention** – IDC and Short Break services are essential preventative services to mitigate the need for more costly residential care placement, where individuals are supported to maintain independence and live in their own homes for as long as is possible and appropriate to do so.

**Integration** – the service providers will need to work with a wide range of stakeholder groups and organisations (such as health) to ensure the best possible outcomes for individuals in receipt of these services.

**Collaboration** – the service model is predicated on close collaboration between the service provider, social work teams, wider stakeholders and communities, and the individuals themselves.

**Involvement** – Key stakeholders and providers have been involved to help shape and inform the service proposal to ensure a co-productive approach to detailing the service model and specification for the new and revised service.

## 8. Financial implications

- 8.1 The cost implications of developing the outline plans and proposals mentioned in paragraph 4.10 of this report will be determined shortly – working alongside colleagues in Finance – where funding of £1.776M has been allocated to BCBC in 2021/22 as part of the WG Social Care Recovery Grant Funding. However, the Social Care Recovery grant is only confirmed for 2021/22, therefore additional pressure may be placed on the budget if there is no additional Welsh Government funding if the plans are to be sustainable going forward.

## 9. Recommendations

- 9.1 It is recommended that the Committee:

- Considers the contents of this report; and
- Provide comment on the outline plans and proposals being developed and implemented in response to the challenges being faced within the homecare sector.

**Claire Marchant**  
**Corporate Director – Social Services and Wellbeing**  
**September 2021**

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**Background documents**

None

## Care &amp; Support at Home Action Plan – September 2021

## Appendix A

**Issue #1: Need for all actions to be co-ordinated with single action plan project team**

Action(s)	Lead	Timescale
Interim action plan to be confirmed for co-ordination of plan. Workforce officer interviews 24/08/21. Project group including all leads to be established	Corporate Director	Immediate

**Issue #2: Domiciliary care providers are indicating they are experiencing significant pressures and in small numbers may consider handing packages back to the local authority to provide**

Action(s)	Lead	Timescale
Develop provider support arrangements, refocusing the work of brokers and contract monitoring officers to working proactively with providers to understand issues and risks and take supportive actions to address.	Commissioning	06/09/21
Weekly provider meetings to understand and share intelligence across the sector so action plans are based on real time evidence	Commissioning	06/09/21

**Issue #3: Demand for domiciliary care is outstripping supply resulting in delays for people to have their assessed needs met**

Action(s)	Lead	Timescale
Social workers to work with providers to review current packages with families and providers to understand any alternatives to commissioned care which support people to achieve their outcomes and do such as family support, community connection, third sector support, assistive technology etc.	Integrated Services	06/09/21
Robust risk assessment to ensure harm is minimised whilst people wait for their care plan to be fully implemented in hospital or the community.	Integrated Services	Immediate
Explore all options to expand the provider base.	Integrated Services / Commissioning	Immediate and ongoing
Develop options for residential step up/step down with a reabling focus for people waiting domiciliary care at home	Head of Adult Social Care	06/09/21
Review casual bank arrangements for social care workers so this is being used optimally.	HR	06/09/21
Review and maximise use of agency workforce.	Head of Adult Social Care	06/09/21

**Issue #4: Retention and recruitment into care worker roles is challenging due to a range of factors including workforce fatigue, backlog in annual leave and competition from other sectors such as hospitality, retail etc.**

Action(s)	Lead	Timescale
Develop social care worker marketing plan (linked to the national 'WeCareWales' campaign) to use the most effective mechanisms to highlight the positive aspects of working in social care and encourage recruitment across the sector	Comms	31/08/21
Introduction of different internal staff contracts ranging from 15hrs to full time hours	Homecare Services	31/10/21
Work with Employability Bridgend to develop pathways to employment to support job seekers into vacancies across the social care sector. Actions include: <ul style="list-style-type: none"> <li>- Introducing some initial research with the providers to understand better the factors which drive recruitment and retention.</li> <li>- Understanding better the links between the benefit system (UC) and the employment offer in social care to inform the offers available</li> <li>- Evaluating employment support such as job coaching and mentoring to enable people to progress to permanent employment in the care sector</li> </ul>	Employability Bridgend	TBC
Implement a fast track training programme for people who are entering the care sector for the first time to ensure they have the requisite training in the fundamentals of care.	Social Care Workforce	TBC
Meet with Bridgend college social care leads and students to support their recruitment into casual and permanent employment opportunities	Homecare Services	TBC
Roll out a series of roadshows across the County Borough using innovative methods to support value based recruitment into the social care sector	TBC	September 2021
Work with BAVO to explore the role of people who came forward during earlier phases of the COVID	Prevention & Wellbeing	06/09/21

**Issue #5: High rates of sickness absence in in house**

Action(s)	Lead	Timescale
SSWB & HR to undertake a deep dive into all sickness cases with a view to supporting people to return to work as soon as practicable	Group/Service Managers & HR Business Partners	06/09/21

**Issue #6: A workforce plan and recommissioning arrangements for sufficient quality and quantity care workforce is required**

<b>Action(s)</b>	<b>Lead</b>	<b>Timescale</b>
Develop clear career progression pathways for people entering the care sector linked to qualification and experience frameworks that can be used to promote experience in the value of experience in the sector for people in school / college/ at the time of a potential career change	Social Care Workforce	December 2021
Explore opportunities for regional working under CCR structures through effective working between regional skills partnership and local government forum and also the CTM regional workforce partnership	Regeneration	December 2021
Recommissioning of care and support at home with new contracts in place which support payment	Commissioning	March 2021

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

23 SEPTEMBER 2021

#### REPORT OF THE CHIEF OFFICER - LEGAL, HR & REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme (**Appendix A**) for consideration and approval;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3 of this report;
- d) Note that the Forward Work Programme and any feedback from the Committee will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC).
- e) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at the previous meetings.

#### 2. Connection to corporate well-being objectives / other corporate priorities

2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
- **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
- **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

### 3. Background

- 3.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 3.2 The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to then prioritise and schedule.

#### Best Practice / Guidance

- 3.3 The Centre for Governance and Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 3.4 Forward Work Programmes need to be manageable to maximise the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 3.5 The Centre for Governance and Scrutiny (CfGS) guide to work effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

*'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'*

#### Forward Work Programme

- 3.6 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 19<sup>th</sup> May 2021, the scheduling of standing statutory reports to Scrutiny Committees upon: the Medium Term Financial Strategy, Performance, the Corporate Plan, Budget Monitoring, etc. were mapped to the appropriate COSC meeting dates into a draft Forward Work Programme.
- 3.7 The draft Forward work programme for each Scrutiny Committee has been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
  - Directorate Business Plans;
  - Previous Scrutiny Committee Forward Work Programme report topics / Minutes;

- Committee / Member proposed topics;
- Policy Framework;
- Cabinet Work Programme;
- Discussions with Corporate Directors;
- Performance Team regarding the timing of performance information.

3.8 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g. the MTFs including draft budget proposals scheduled for consideration in December 2021, following which the COSC will coordinate the conclusions and recommendations from each of the Subject Overview and Scrutiny Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2022.

3.9 An effective FWP identifies the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The FWP will remain flexible and will be revisited at each COSC meeting with updates from each SOSC FWP and any updated information gathered from FWP meetings with Scrutiny Chairs and Corporate Directors.

#### **4. Current situation/proposal**

4.1 The Committee approved its Forward Work Programme at its previous meeting.

4.2 The Committee's Forward Work Programme has also been reported to the Corporate Overview and Scrutiny Committee, for coordination and oversight of the overall FWP.

#### Identification of Further Items

4.3 The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the Authority. There are a number of questions and processes that can help the Committee come to a decision on whether to include a referred topic, some of which are set out below:

#### Recommended Criteria for Selecting Scrutiny Topics:

**PUBLIC INTEREST:** The concerns of local people should influence the issues chosen for scrutiny;

**ABILITY TO CHANGE:** Priority should be given to issues that the Committee can realistically influence, and which will result in a Cabinet decision being taken;

PERFORMANCE:	Priority should be given to the areas in which the Council, and other agencies, are not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

#### Reasons to Reject Scrutiny Topics:

- The issue is already being addressed / being examined elsewhere and change is imminent.
- The topic would be better addressed elsewhere (and can be referred there).
- Scrutiny involvement would have limited / no impact upon outcomes.
- The topic may be sub-judice or prejudicial to the Council's interest.
- The topic is too broad to make a review realistic.
- New legislation or guidance relating to the topic is expected within the next year.
- The topic area is currently subject to inspection or has recently undergone substantial change.

#### Corporate Parenting

- 4.4 Corporate Parenting is the term used to describe the responsibility of a Local Authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent', therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.
- 4.5 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 4.7 The Forward Work Programme for this Committee is attached as **Appendix A** for consideration.
- 4.8 The Recommendations Monitoring Action Sheet for the previous meetings is attached as **Appendix B**, to track responses to the Committee's recommendations at the previous meetings.

## **5. Effect upon policy framework and procedure rules**

- 5.1 The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.

## **6. Equality Act 2010 implications**

- 6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

## **7. Well-being of Future Generations (Wales) Act 2015 implications**

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:
- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
  - Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
  - Integration - The report supports all the wellbeing objectives.
  - Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service, Elected Members and members of the public.
  - Involvement - Advanced publication of the Forward Work Programme ensures that the public and stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

## **8. Financial implications**

- 8.1 There are no financial implications directly associated with this report.

## 9. Recommendations

9.1 The Committee is recommended to:

- a) Consider and approve the Forward Work Programme attached as **Appendix A**;
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3 of this report;
- d) Note that the Forward Work Programme and any updates from the Committee will be reported to the next meeting of COSC;
- e) Note the Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at the previous meetings as **Appendix B**.

Kelly Watson

**CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES**

17 September 2021

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**Background documents:** None.

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Thurs 17 <sup>th</sup> June 9.30am	<ul style="list-style-type: none"> <li>- <b>Care Inspectorate Wales (CIW) Domiciliary Care Inspection Report;</b></li> <li>- Corporate Parenting Champion Nomination report;</li> <li>- Nomination to the Public Service Board Scrutiny Panel report;</li> <li>- Draft Outline Forward Work Programme.</li> </ul>
Thurs 15 <sup>th</sup> July 9.30am	<b>Social Services and Wellbeing Strategic Programme</b> <i>(followed by Thematic reports one to each meeting via a rolling programme as below)</i>
Thurs 23 <sup>rd</sup> Sep 9.30am	<b>First Theme – Wellbeing * (including Partnerships****)</b> <ul style="list-style-type: none"> <li>- Early help and Permanence Strategy</li> <li>- Re-commissioning Regulated Care and Support at Home</li> </ul>
Wed 10 <sup>th</sup> Nov 9.30am	<b>Second Theme – People - voice and control** (including Partnerships****)</b>  <b>Workforce including Stress related sickness</b> – would like to include in this the SSWB workforce programme priorities of retention and recruitment, workforce planning (including reviews of skill mix) and career pathways and training and development  <b>Embedding strength based practice in adult and children’s services</b>
Mon 13 <sup>th</sup> Dec 9.30am	<b>Medium Term Financial Strategy &amp; Budget Proposals</b>
Wed 2 <sup>nd</sup> Feb 9.30am	<b>Third theme – Prevention *** (including Partnerships****)</b>  Progress in delivering priorities for wellbeing, leisure and cultural services in Bridgend.
	<b>Mental Health Strategy</b>

An explanation of the themes in the Forward Work Programme is provided overleaf.

The following Briefing Session is requested:

Financial Assessments for all social care packages be arranged for Members of the Committee, to include what happens when the person does not have capacity and Health Board funded care and nursing care funding.

NB. The Annual Safeguarding Report and Violence against Women, Domestic Abuse and Sexual Violence (WAWDASV) report has been included in the Forward Work Programme for the Corporate Overview and Scrutiny Committee for Dec/Jan.

## Explanation of the Four Themes:

The four themes included in the draft Forward Work Programme above are the key principles of the Social Services and Well-being (Wales) Act 2014, which also form the foundation of Care Inspectorate Wales' inspection and performance review activity, and are set out below for Members' information:

\* **Well-being** - To what extent are local authorities promoting well-being, ensuring people maintain their safety and achieve positive outcomes that matter to them? Including timely step down of children from local authority care, supporting older people to return home from hospital.

\*\***People - voice and control** - How well are local authorities ensuring people, carers and practitioners are having their voices heard, making informed choices, and maintaining control over their lives? How is this balanced with the recommendations and requirements made by Public Health Wales and Welsh Government? Can the local authority demonstrate learning is used to inform new ways of working?

\*\*\***Prevention** - To what extent are local authorities successful in promoting prevention and reducing need for increased or formal support from statutory agencies? Including taking all necessary steps to support the upbringing of the child by the child's family and supporting people with mental health issues before they reach crisis.

\*\*\*\***Partnerships** - To what extent are local authorities able to assure themselves the step change in opportunities for partnership working are positively exploited to maximise person-centred planning, ensure integrated service delivery and service sustainability. Opportunities include recent learning from digital advances, partnership working and ability of the health and social care system to advance at scale and pace and work towards a Healthier Wales.

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**Subject Overview & Scrutiny Committee 2**

**RECOMMENDATIONS MONITORING ACTION SHEET**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
21 April 2021	Safeguarding Children and Adults during Covid-19	The Committee concluded by making a number of recommendations.	Scrutiny / Corporate Director SS&W / Cwm Taf Morgannwg Health Board	<b>ACTIONED</b> – responses received circulated to Members. Remaining responses from Health Board circulated to Members.
17 June 2021	Forward Work Programme	The Committee requested further information in respect of the July report.	Scrutiny	<b>ACTIONED</b> – Request emailed to Officers.
		The Committee requested an update on the requirements for Members to complete DSE's.	Scrutiny / Chief Officer - Legal, HR & Regulatory Services	<b>ACTIONED</b> – An email has been circulated to all Members with a link to the DSE e-learning module, assessment and guidance.
		The Committee requested an update on what was happening with them with regards to remote/home/face to face working for Members in the coming year		<b>ACTIONED</b> – a response has been emailed to Members of the Committee.
		The Committee requested consideration be given for Members to have the appropriate length of meetings/breaks.		

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
15 July 2021	Strategic Programme for People in Bridgend	A briefing on Financial Assessments for all social care packages be arranged for Members of the Committee, to include what happens when the person does not have capacity and Health Board funded care and nursing care funding.	Scrutiny / Corporate Director SS&W	<b>ACTIONED</b> – Request for Briefing added to the FWP.
	Forward Work Programme Update	A letter be sent from the Chair of the Committee to the Chair and Chief Executive of Cwm Taf Morgannwg University Health Board (CTMUHB) to request a response for information requested regarding the Safeguarding report received at the April Committee.	Scrutiny / CTMUHB	<b>ACTIONED</b> – Letter sent to CTMUHB and response circulated to Committee Members.