

# Public Document Pack

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

### Bridgend County Borough Council



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Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 4 November 2021

Dear Councillor,

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

A meeting of the Subject Overview and Scrutiny Committee 2 will be held remotely - via Microsoft Teams on **Wednesday, 10 November 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 - 10  
To receive for approval the minutes of a meeting of the Subject Overview and Scrutiny Committee 2 of the 15 07 21.
4. Embedding strength based practice in Adults and Children's Social Care Services 11 - 16  
Invitees  
  
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
5. Forward Work Programme Update 17 - 26
6. 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.

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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 and Regulatory Services, HR and Corporate Policy

Councillors:

S Aspey  
MC Clarke  
PA Davies  
SK Dendy  
J Gebbie

Councillors

M Hughes  
M Jones  
MJ Kearn  
JE Lewis  
AA Pucella

Councillors

G Thomas  
SR Vidal  
KJ Watts  
DBF White  
AJ Williams

# Agenda Item 3

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - THURSDAY, 15 JULY 2021

MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2  
HELD REMOTELY - VIA MICROSOFT TEAMS ON THURSDAY, 15 JULY 2021 AT 09:30

## Present

Councillor AJ Williams – Chairperson

S Aspey	MC Clarke	J Gebbie	M Jones
MJ Kearn	JE Lewis	AA Pucella	G Thomas
KJ Watts	DBF White		

## Apologies for Absence

PA Davies, SK Dendy, CA Webster and PJ White

## Officers:

Jackie Davies	Head of Adult Social Care
Laura Kinsey	Head of Children's Social Care
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Andrew Thomas	Group Manager Sports & Physical Activity
Pete Tyson	Planning and Contract Management Officer
Tracy Watson	Scrutiny Officer

## Invitees:

Councillor Nicole Burnett	Cabinet Member Social Services and Early Help
Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations

### 143. DECLARATIONS OF INTEREST

Cllr Nicole Burnett declared a personal interest in item 4 as co-parent of a child who had just entered the transition process.

### 144. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Subject Overview and Scrutiny Committee 2 dated 24 April 2021 be approved as a true and accurate record.

### 145. THE STRATEGIC PROGRAMME FOR PEOPLE IN BRIDGEND - IMPROVING OUTCOMES FOR THE JONESES

The Corporate Director Social Services and Wellbeing gave a presentation 'Resetting the SSWB Strategic Programme' and explained that the Cabinet Member for Social Services and Early Help, Head of Adult Social Care, Head of Children's Social Care and Group Manager - Prevention and Wellbeing would all be happy to take questions from Members following the presentation.

Following the presentation of the report, Members of the Committee asked the following:

A Member referred to the commitment to pay the real living wage for all carers, and asked how was this going to be achieved in commissioned services. She liked the person centred approach, but asked what would it look like once achieved. The Member

was aware of the problems in relation to recruitment and retention around social care and social workers particularly around market supplements and acknowledged this was a massive problem. She also asked how would net zero and carbon neutral, be achieved in relation to SSWB and how would Health input into that.

A Member also asked, in relation to recruitment, whether the local authority was reliant on agencies and how much more would be paid for agency staff.

The Cabinet Member for Social Services and Early Help confirmed that a commitment had been made and there had been a report to Cabinet about how the real living wage was being pre-set as part of the commissioned process. Therefore, the way the local authority commissioned had changed and there was a report going to Cabinet on how the process would be changed for respite care. Rather than going out and commissioning and there being a race to the bottom in terms of price and pay, the local authority was setting the expected pay rate and then the rest of the tender would be marked on quality. The feedback was that this would really make a significant difference for workers and would go a long way to retaining staff within the care sector. She had asked for a timescale as to when funding for the introduction of the real living wage would come though, following a meeting with the Deputy Minister for Social Services, who had confirmed she would ensure it would be prioritised and would be rolled in. The Cabinet Member said that from her perspective it was about rewarding those people that looked after people. The local authority was doing as much as it could but this was a huge budget pressure that would need to be taken forward.

The Corporate Director Social Services and Wellbeing explained that as Director, she had a responsibility for workforce right across the whole sector and it was her most important responsibility, so it was very assuring to have the support from Scrutiny around some of the things trying to be progressed. In terms of the person centred approaches, a lot of the targets and measures were qualitative targets, with a review of the quality assurance framework taking place and the way case file audits are conducted, as well as listening to the voices of people and their experiences. When those case file audits were taking place if the voice of the person / young person / child / adult doesn't resonate or isn't very strong within the assessment or care plan, then that would be something needed to be worked on to address. It is one of the things practitioners struggled with a little in terms of recording and there was a priority in terms of recording as part of the training program. In numerative targets the person centred approach could be seen reflected in terms of the number of people using different types of services because people wanted to be independent, and reduced reliance on care or day opportunities could be a numerative indicator.

The Head of Children's Social Care explained that she was going to say something similar in that the 'what matters conversations' would be able to be seen being recorded on citizens records. Social Workers should be having those conversations with people who received services and asking what matters to them and that is what the service would want to see in case file audit activity and annual feedback. From a children's perspective of the person centred approach, by building on people's strengths there was a greater likelihood of people accepting what the issues are focusing on their strengths, and so empowering them to overcome those difficulties. In terms of quantitative measures, hopefully the service would see less children in risky situations e.g., less children on the child protection register. The other quantitative target would be having less care-experienced children in Bridgend as well, because the service has empowered families to get through their difficulties and for people to come forward and help those children to live safely with family members. The Corporate Director Social Services and Wellbeing explained that Regulators also looked at the service.

The Head of Adult Social Care explained that the strength based approach and outcome focus, was well established in parts of the service e.g., the reablement type service. It was now about expanding that across the whole of the service both in-house and in independent commissioned services. It was about taking that time and developing the relationship for their long-term goals working with that person to achieve those outcomes so they became resilient. This would be looked at in what the person tells the service about and recording this using case studies, by learning, and by embedding that culture across the whole of our workforce within the council and the independent sector.

The Cabinet Member for Social Services and Early Help added that as a service the local authority were really streets ahead of other authorities on this. As a service, the progressive approach to the outcome-based model is allowing efficiencies to be made without any negative effects on residents. What is unfortunate is these savings cannot be reinvested within the service to allow greater outcome based efficiencies to be made instead having to offer them up as part of the cost cutting process. If there was investment in prevention front-end, costs would come down.

A Member noted that her question had not been answered in relation to net zero carbon neutral. In addition, she noted that Blaenau Gwent had issued staff with a £26 per month home working allowance. Whilst she appreciated this was a more of corporate discussion, there was still a need to consider the extra costs of people at home, particularly those that did not meet the tax threshold.

The Corporate Director Social Services and Wellbeing noted in terms of homeworking that this was a corporate piece of work that was owned at the Corporate Management Board (CMB) level. A survey had gone out to all Group Managers to look at business requirements going forward in light of the Welsh government requirement. In addition, there was a staff survey underway. Out of this would come the Council's operating model going forward, which was likely to be a continued blended approach. There had been an opportunity, therefore, to look at the Social Services and Wellbeing model whilst the corporate work was taking place, to bring business cases forward for specific groups of staff. Due to the nature of social work teams, some of those business cases had come through and had been approved around the hubs, which was very much a blended model. In terms of the carbon neutral agenda, Social Services and Wellbeing was part of groups across the Council looking at the facilities being run, although this was very much at an early stage.

The Group Manager - Prevention and Wellbeing explained that there was quite a range of focus, particularly with both the partnerships Halo and Awen, because of energy costs. In terms of the Bridgend Life Centre, the intention was to have an integrated heat network, with both partnerships focusing on smart returns that recycled energy the building creates to support other assets, potentially including the Civic Offices. In both the partnerships, the focus was also on investing in things that were smart returns e.g. LED lighting, pool blankets, are built into annual contract management and contract planning, although both things sat off the books in terms of the local authority achieving its targets and would be seen as a partnership's contribution. There were plans to look at co-located opportunities and services and advice that reduces the number of assets needed in the future, with Corporate Landlord looking at a range of smart investments, across Community Centres' network, council community assets and supporting Third Sector Organisations that were delivering in partnership with the local authority, to be as sustainable as possible.

The Member raised that the NHS had not been mentioned as a partner. She acknowledged that they might not want to involve themselves, but felt they needed to as they had a duty and responsibility as well.

The Group Manager - Prevention and Wellbeing explained that there had been many discussions on how to expand those relationships, as there was a drive to more things in communities e.g., new joint care and cancer programmes in leisure venues. It isn't all it could be, but the right discussions were taking place.

A Member stated that the impact of long Covid-19 was not presently known, although it was hitting a lot more younger people and there were health implications and asked if any work had been done in relation to this.

The Corporate Director Social Services and Wellbeing explained that a lot of work was being done around this issue from a Social Care perspective. WG had published a rehabilitation framework and had identified increasing need for rehabilitation services, as a consequence of a number of factors and clearly long Covid-19 was one of those reasons people were needing more rehabilitation and more long term social care. This was a big issue in terms of modelling for the future, working with the NHS to look at how people's rehabilitation was supported. In addition understanding the impact on the workforce as well was going to be important, in terms of longer-term illness and ability to work.

The Head of Adult Social Care explained that there was acute awareness that in the last 6 months the level of complexity of individuals that were coming through community based services, was of a higher need than pre Covid-19. Some of that related to the rehabilitation framework but also individuals with long Covid-19. It was about working with colleagues in the Health Board around the recovery plan and working together to try and address some of the population health needs. Networks had been expanded in terms of professionals, previously including district nurses, social workers, and occupational therapists, and now including community psychiatric nurses and other therapists that were working in those teams. It was about how to support those people to continue to live and what matters to them and this would be done for a significant amount of time in communities in Bridgend.

A Member asked, in relation to adult care, how the local authority dealt with the sensitive issue of a person moving into domiciliary care where the local authority starts paying and that person has property and other resources that would need to be taken into account in how the ongoing service is paid for.

A Member also had a further question in relation to payments for care and asked what happened with payments where a person who would ordinarily be in hospital, but due to Covid-19, had end of life care at home. Does the local authority foot the bill and had a massive increase been seen.

The Head of Adult Social Care explained that charging was all about an individual means tested process. If someone was going into a care home, there was set criteria in legislation about what could be taken into account including people's property and savings, as well as their weekly income and periodically changes in terms of thresholds. For example, someone could have a package of care that cost £50 or £400 a week, but the cost that they would pay would still be an individual cost based on their income. Some could have to contribute the whole amount and equally some would have to contribute nothing towards that. In terms of our strategy, it was about keeping people independent in their own home and expansion of services based in the community. At the moment, the service was experiencing a big increase in the level of packages being supported and the size of those packages, as a direct result of Covid-19.

The Member understood about maintaining people in their own homes, but sought clarification where an assessment was made, in terms of the contribution, and an individual or family refused to pay.

The Head of Adult Social Care acknowledged that there were occasions where this happened. In terms of finance, people would be assessed and then finance colleagues, along with the social workers would seek to find some resolution with the family. There were mechanisms through legal processes, although it was rare when this route was taken.

A Member asked what processes were in place to check outcomes and see whether the new plan was successful.

The Corporate Director Social Services and Wellbeing confirmed that there were a number of ways of measuring impact, which would be reported to Members. Firstly, there was the performance framework and the performance measures which were reported through the corporate performance assessment (CPA) process and seeing how those progress. Secondly, there were also some big evaluative pieces which calls on external evaluation e.g. around transformation ambitions, around integration and resilient communities, to understand the impact of those ambitions. Thirdly, within the Directorate, quarterly quality and performance meetings which look at both the qualitative e.g., complaints, compliments, case file audits, other quality assurance work, inspection work, as well as the quantitative pieces e.g., finance, workforce, etc., with all of that triangulated once a year in terms of the annual report.

A Member asked about the impact on the service in respect of the double vaccinations and the rules from the WG that such individuals would not need to isolate if they had been in contact with a person who had received a positive test result.

The Member also referred to return to services in care homes and children's homes and asked how much capacity was there, as she understood there were patients in Ysbyty Seren but that it was due to close at the end of the year, so asked whether there would be adequate spaces in care homes.

The Corporate Director Social Services and Wellbeing explained that from a social care perspective around the vaccination programme, at the start health and social care staff were the very highest priority. A really good uptake had been seen and this had a real impact in terms of recent low levels of infection rates within care homes. There was a robust regime in terms of regular testing for care home staff and residents as well. She explained that she would need to read the detail of the Welsh Government announcement, to understand fully what had been said around self-isolation. Any decision that would be made in terms of care homes and advised on by Public Health Wales, would have strong risk mitigations and the service would work with colleagues in public protection, public health, the Health board and care home providers themselves to make sure that was implemented. In terms of the care home sector, there was still some vacancies, and the whole system was under significant pressure.

In respect of Ysbyty Seren, the issue was related to the fact that Maesteg Hospital was having significant work done to it, so in-patient beds were not currently occupied. Those capital works were due to be completed later in the year and the criteria for the hospital had now changed and that bed capacity was now compensating for Maesteg Hospital. It was anticipated the Health Board would look to make the changes around Ysbyty Seren linked to the re-opening of Maesteg Hospital in-patient beds.

The Member replied that if there was capacity in homes, this could be because of the visiting rules and once those rules were relaxed there may be an influx of admissions into care homes.

The Corporate Director Social Services and Wellbeing explained that for any family to move someone into a care home was one of the most difficult decisions to make and the experience during Covid-19 was really difficult. The work being done at the moment around the market stability was to try and understand exactly what size that care home sector needed to be going forward. A contract had been agreed for some expert support to help provide an accommodation care and support strategy for older people which would look at the contribution of housing, extra care schemes, sheltered schemes and other support in terms of accommodation to keep people at home. This would help to give the evidence and data about how much and what type of capacity was needed in residential and nursing homes going forward.

A Member asked what the delayed transfer of care was looking like from hospital and whether restrictions upon choice of which care home had ended.

The Head of Adult Social Care explained in relation to the delayed transfers of care, that process was stood down, at the start of Covid-19. Monitoring was done on a weekly basis on those individuals in hospital looking to come out. In terms of flow out of hospital into care homes settings, that continued and there were very low numbers waiting in hospitals because there isn't a placement available. If they were there it was because they were going through an assessment or working with the family because of choice, although there were people waiting in hospital because of the difficulties in commissioning care packages. She advised that the Choice Policy was actively being used in Bridgend.

A Member asked that as Members were not currently undertaking rota visits going into care and children's homes, what was being done, to ensure that residents were happy and their wellbeing being looked after.

The Cabinet Member for Social Services and Early Help explained that in her capacity she had been able to visit both staff, adults and children, within residential care and supported living. It was not as good as starting the rota visits but they were starting back at some level.

The Head of Children's Social Care explained that there were other types of visits. In each of the settings, all were run by a residential manager and then there was a senior manager, someone responsible for the oversight of those facilities, and that group manager had continued to go to those services as and when required and had spent quite a bit of time in those services. As responsible individuals, both the Head of Children's Social Care and the Head of Adult Social Care were required to undertake visits to those settings, at least once every 3 months, which were done remotely, at the beginning of the pandemic. More recently, both had now started to go back into those settings.

The Head of Adult Social Care then reiterated the position in terms of Adult settings.

The Corporate Director Social Services and Wellbeing added that it had been very challenging but moving back through the restriction tiers, had allowed the service to get back to the ways of working, including social work reviews and visits and visits around Deprivation of Liberty's (DOLs), safeguarding and best interest assessments, which were not physically taking place, within care homes as well. She would hope to reinstate the Member rota visits with the detailed guidance.

Having considered the report on The Strategic Programme for People in Bridgend – Improving Outcomes for the Joneses, the Committee made the following recommendations:

## SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - THURSDAY, 15 JULY 2021

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.

### 146. FORWARD WORK PROGRAMME UPDATE

Having considered the report the Forward Work Programme Update the Committee made the following Recommendations:

1. A letter be sent from the Chair of the Committee to the Chair and Chief Executive of Cwm Taf Morgannwg University Health Board to request a response for information requested regarding the Safeguarding report received at the April Committee.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3, 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 approved the Forward Work Programme in Appendix A, noted that the Forward Work Programme and any updates from the Committee would be reported to the next meeting of COSC and noted the Recommendation Monitoring Action Sheet in Appendix B.

### 147. URGENT ITEMS

None

The meeting closed at 12:15

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

10 NOVEMBER 2021

#### REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING EMBEDDING STRENGTH BASED PRACTICE IN ADULTS' AND CHILDREN'S SOCIAL CARE SERVICES

#### 1. Purpose of report

- 1.1 The purpose of this report is to update the Committee with progress in implementing and embedding outcome focused / strength based practice in Adults' and Children's Social Care and to seek feedback on the identified priority actions.

#### 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**:
- **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

##### Outcome focused practice approach

- 3.1 The Social Services and Well-being (Wales) Act 2014 requires the Local Authority to focus on people's well-being, and to put them at the centre of their care and support planning. Applying an outcome focused approach to practice starts with the person themselves and considers their strengths and capabilities and what matters to them, and how their family, friends and local community play a part in their life to help them reach their personal outcomes.
- 3.2 Bridgend County Borough Council (BCBC) has made significant progress in applying the fundamental principles of the Act into social work and social care practices. The approach does not focus on one specific model of practice, it is flexible relationship-based working which is strength-based, collaborative and co-productive.

- 3.3 The Remodelling Adult Social Care programme (RASC) and the Remodelling Childrens' Social Care (RCSC) programmes provided strategic leadership at a programme level to progress developments which supported the service in taking forward and embedding outcome focused practice. This included changes to organisational culture, systems and processes and building practitioners' skills, confidence and capabilities in strength-based working.
- 3.4 Adult Social Care were selected by Social Care Wales to pilot the National Collaborative Communication skills training which supports the development of skills and capabilities of the workforce to deliver outcomes focused strength based practice. This took place during 2015 and enabled Adult Social Care to progress with the implementation of an outcome focused way of working in advance of Children's Social Care.
- 3.5 The journey so far in Adult Social Care has included:
- In 2016 the delivery of Social Services and Well-being (Wales) Act training modules produced by Social Care Wales. The content and focus of these modules emphasised the aims, principles, duties and responsibilities of those exercising functions under the Act, including a focus upon well-being, outcomes, strengths, independence, prevention, choice, voice, and control.
  - 2017-18 Reinvigorating Social Work. Initiative to embed the approach in practice to include a programme to support Team Managers, Assistant Team Managers, and Senior Practitioners as leaders of practice in the workplace. Introducing Action Learning as a team-based learning tool to share practice experiences. A revised Supervision Policy that explicitly focuses upon outcomes, strengths, and reflective practice. Delivery of a series of two-day skills-based 'Collaborative Communication Skills', now established annually for newly qualified staff and new starters.
  - A Quality Assurance Framework was launched that included case file analysis designed to track evidence of a shift in practice, and impact upon individuals, carers, and families. This showed that recording of practice was inconsistent, although understanding and delivery of the required approach was well developed.
  - 2018-19 Continuation of Reinvigorating Social Work and Consolidation Year. The Reinvigorating programme continued into 2018, culminating in a Celebratory Event for over 80 staff with contributions from the Director, Head of Service and Group Manager, and front-line staff. The event celebrated stories from practice following the implementation of the Act.
  - Consolidation included the start of work to re-design assessment and care and support planning documentation to provide a tool that assisted practitioners to better record their assessments of strengths and outcomes. A programme of supervision training has also been delivered based specifically upon BCBC's supervision policy, for supervisors and supervisees.

- 2019-20 Sustaining Social Work. Initiatives aiming to support outcome focussed strength based practice including a review and revision of the e-Practice Guide for Social Work, learning and sharing good practice across teams, and improving processes and recording of assessments. Learning and development activity this year also included a continuation of supervision training, continuation of Collaborative Communication training, and training on case recording, and working with and supporting carers.
- 2020-21 The advent and impact of the Covid-19 pandemic interrupted but did not halt the journey. Reflective on line sessions were available to staff. Collaborative Communications training for newly qualified staff in outcome focussed/strength based approaches, with refresher courses for those previously trained.

### 3.6 The journey so far in Children's Social Care has included:

- In 2016: The delivery of Social Services and Well-being (Wales) Act training modules produced by Social Care Wales. The content and focus of these modules emphasised the aims, principles, duties and responsibilities of those exercising functions under the Act, including a focus upon well-being, outcomes, strengths, independence, prevention, choice, voice, and control.
- In 2017: Engaging Well: Defining, Capturing and Recording Outcomes. Training for Team Managers, Deputies and Seniors. Set against the requirements of Welsh Government to score, monitor and track progress of people's outcomes following the 'Recording Measurement of Personal Outcomes' guidance. Followed by Outcomes focused practice using collaborative communications skills training for staff across the service.
- In 2018: The introduction of the BBAART model (Brain, Behaviour, Attachment, Assessment, Resilience and Trauma), a whole systems approach to improving outcomes for Children and Young People.
- In 2019:
  - Development of the Children's social care intranet site to include practical resources to support embedding outcomes and strength based practice.
  - Supervision skills training: a person centred approach to supervision which highlights why supervision is important in ensuring positive outcomes for children, young people, families and carers.
- In 2020:
  - Development of new WCCIS documents to better support practice. Best Practice in Outcomes Focussed Assessment workshops were held.
  - Official Launch of the Outcome Focused Approach Framework

- In 2021: Workshops on “Capturing and Recording Outcomes” in order to further embed the model within practice and allow practitioners opportunity to focus more exclusively on planning and the voice of the child.

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

4.1 The outcome focused approach has been developed to enhance professional practice, which is supported by the organisation’s systems and process. The strength based practice project of the BCBC Transformation programme “Improving Outcomes for the Jones” programme board has a focus on embedding outcome focused strength based social work practice across adults and children’s social care; ensuring ‘what matters’ to the individual, and the outcome people want to achieve for their own lives are at the heart of practice and care and support planning and is reflected in training, supervision, quality assurance and performance.

4.2 The embedding strength based work stream has been established to review activities that support outcomes focused, strength based practice and has identified the following priority areas:

- An audit of supervision practice and review of the supervision policy to ensure it is delivered consistently and is focussed upon making sure that practice remains outcomes and strengths based.
- Responding to CIW Inspectors comments that case recording could be more consistent, to revise BCBC’s case recording policy and align it to guidance on outcome focussed recording produced by Social Care Wales in September 2021 – ‘Friend not Foe’.
- An evaluation of learning and development activity from induction to skills based training, to improve and refresh content and delivery, and ensuring that outcomes focused practice is embedded throughout.
- Including outcomes focused practice throughout our professional development and training programme.
- Review and revise the Assuring Quality framework. To ensure that audit and quality assurance processes consider whether good outcomes are being achieved and evidenced; and if outcomes focused work is embedded in practice.
- To undertake an evaluation of the introduction and application of the framework from the perspective of practitioners.

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

5.1 There is no effect on the policy framework and procedure rules.

## 6. Equality Act 2010 implications

- 6.1 An initial Equality Impact Assessment (EIA) screening has identified that the Outcome Focused Framework does not itself have any negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage, or the use of the Welsh language. Promoting equality and valuing diversity is central to strength based practice and to supporting the well-being of people who need care and support, or carers and young carers who need support. It is therefore not necessary to carry out a full EIA on this proposal.

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

- 7.1 The outcomes focused / strength based approach impacts on a number of the Well-being of future Generations (Wales) Act 2015:

- **Long term** - outcomes focused / strength based practice is in keeping with the principles of the Social Services and Wellbeing (Wales) Act 2014 – Voice and control, Prevention and early intervention, Well-being and Co-production. By focusing on what matters most to people, working with people using a strength based approach to practice is appropriate for the longer-term well-being of individuals and communities.
- **Prevention** – A strength-based approach aims to protect individual's independence, resilience, ability to make choices and well-being, allowing them to take responsibility for, and influence their own lives. Strength based approaches encourage the involvement and of children, young people and their families in decision-making, so they are more in control of the support they receive. And can help prevent the development of further needs.
- **Integration** - Outcomes focused, strength based practice promotes shared values and consistent ways of working across agencies.
- **Collaboration** – Strength based approaches to practice are grounded on close collaboration between people with care and support needs and carers with support needs, workforce, social care teams, wider stakeholders and communities.
- **Involvement** – Key stakeholders will continue to be involved in the journey to embed outcome focused, strength based practice across adults and children's social care. Adopting a whole system, co-produced approach. Views and experiences from individuals, families and carers, practitioners and managers are a resource to help improve systems and processes; we can learn from existing practice about what works well. People can be enabled to use their strengths and assets to support and train staff.

## **8. Financial implications**

8.1 There are no direct financial consequences from the continuation of the implementation of the practice framework for strength based practice across Adult and Children's Social Care, as it will be managed within the current Social Services and Wellbeing Directorate resources.

## **9. Recommendations**

9.1 The Committee is requested to:

- Consider the contents of this report and supporting presentation
- Comment on the identified priorities

**Claire Marchant**  
**Corporate Director, Social Services and Wellbeing**  
November 2021

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Head of Adult Social Care

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**Background documents:**

None

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

10 NOVEMBER 2021

### REPORT OF THE CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY

#### 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 AND REGULATORY SERVICES, HR AND CORPORATE POLICY**

4 November 2021

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**Background documents:** None.

**Forward Work Programme  
Subject Overview and Scrutiny Committee 2:**

**APPENDIX A**

<b><u>Date of Meeting:</u></b>	<b><u>Report Topics:</u></b>
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>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 (To be moved to a meeting to be arranged in January subject to approval at Council and a replacement topic to be agreed for Dec.)</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>
TBA	<b>Workforce including Stress related sickness – 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>

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.

## 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 SSWB / 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 SSWB	<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.
23 September 2021	Forward Work Programme Update	Members requested that a breakdown of the types of sickness absence for the past 18 months be included in the Workforce report.	Scrutiny / Corporate Director SSWB	<b>ACTIONED</b> - Requested and explanatory response provided.