

# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

15 JULY 2021

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

#### THE STRATEGIC PROGRAMME FOR PEOPLE IN BRIDGEND – IMPROVING OUTCOMES FOR THE JONESES

#### 1. Purpose of report

1.1 The purpose of this report is to:

- Provide the Committee with an overview of the strategic programme to improve outcomes for people in Bridgend;
- Seek scrutiny, comment and challenge on the priorities set out within this report and supporting presentation. **(Appendix 1)**

#### 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

##### Remodelling adult and children's social care

3.1 Bridgend County Borough Council (BCBC) has made significant progress since the implementation of the Social Services and Wellbeing (Wales) Act 2014 in 2016 to remodel its adult and children's social care services to provide more outcome focused, strength based models which are cost effective and prevent escalation of need. Prior to the Covid-19 pandemic, the Remodelling Adult Social Care Programme (RASC) and Remodelling Children's Social Care (RCSC) programmes provided strategic leadership at a programme level to progress developments in: early help and permanence, practice development, transition and remodelling provision for

children and young people; and, prevention and well-being, social care modelling, commissioning for outcomes and service delivery for adults.

3.2 Both the RASC and RCSC programmes provided effective governance to achieve considerable improvements, ensuring that Bridgend has been leading the way in developing preventative and strength based approaches, through effective partnership, practice and remodeling service provision, which together have meant that social care services in Bridgend are both effective and cost effective.

3.3 Key achievements in adult services have included:

- the integration of well-being and prevention for adults, working closely with third sector, leisure and cultural trust partners, to keep people well and connected in their own homes and communities;
- the integration of services with Cwm Taf Morgannwg University Health Board (and prior to that the former Abertawe Bro Morgannwg University Health Board) to provide seamless, integrated community care and support at home for 'Mrs Jones' through a multi-disciplinary Community Resource Team and integrated health and social care teams in community networks;
- the implementation of 'strength based' practice which means social work in adult services focuses on understanding what matters to the person, working with individuals to maximise their independence and overcome barriers to remaining as independent as possible as long as possible;
- the remodelling of day opportunities for people with disabilities to enable people to be meaningfully occupied through supported employment schemes such as Wood B and B Leaf (operated by Awen) and community focused day opportunities;
- the development of accommodation care and support services which support people to remain living in their own homes and communities through high quality supported living services, new extra care schemes, and strong relationships with independent sector domiciliary care and care home providers, which have ensured a stable market and high standards of care.

3.4 Key achievements in children's services have included:

- the development of a progressive range of early help services through a 'one Council approach' between Education and Family Support and Social Services and Well-being, including integrated family support services, Baby in Mind (which won a Social Care Accolade in 2020) and early help teams, which have been successful in preventing escalation of need for children and families;
- the launch of an outcome focussed model of social work practice which aims to support children and young people to safely live with their own families as part of the Council's plans to safely reduce the number of care experienced children;
- the development of a child health and transition team to support more seamless transition between children and adult services;
- the remodelling of service provision including the development of a residential assessment service, which ensures that the long term accommodation care and support needs of children and young people are understood, out of area placements are reduced, and the development of the in-house fostering service.

- 3.5 In September 2020, Cabinet approved a 5 year plan for Social Services in Bridgend which set out the Council's intentions for service improvement for the services provided and commissioned by the Social Services and Wellbeing Directorate. This plan had been in development prior to the Covid-19 global pandemic and was approved following the first wave. It sets clear priorities for the Social Services and Wellbeing Directorate to progress, in partnership with other parts of the Council and other statutory and non statutory partners, in continuing to improve outcomes for people in the county borough.

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

- 4.1 There is a clear set of priorities for improving outcomes for people and achieving sustainable social services in Bridgend contained within the 5 year plan. There is also considerable learning and emerging evidence of increasing needs for well-being support and care and support services arising from the impact of the pandemic on the citizens of Bridgend. The second wave of Covid-19 from December 2020 – February 2021 particularly affected vulnerable citizens in Bridgend. The importance and strength of partnerships that were focused on safeguarding, protecting and connection of the most vulnerable was highly evident. In supporting recovery from the pandemic, it is critical that effective multi-agency partnerships continue to meet needs, improve outcomes for people, and support achievement of sustainable social services against a backdrop of increasing need for services, challenges in recruitment and a range of competing demands.
- 4.2 The full impact of increased demands on social care and well-being post-Covid is still yet to be fully understood. It is forecast that the long-term impact of Covid (including needs arising from long-Covid) and the impact on physical and mental health of the extended periods of lockdown will be significant. These pressures are evident now, alongside the previously known pressures of an ageing population, increasing dementia rates, and more complex and challenging needs. The combination is increasing demands on already pressurised services operating in a highly competitive market for workforce, which means there is an urgent need to refresh the Council's strategic programme. There is a risk that there will be significant financial as well as service implications arising from people's needs in the post-Covid world. Planning and securing the right capacity and skill mix within the whole sector workforce to meet need, and prevent needs escalating, requires a timely and focused set of actions.
- 4.3 The need for a joined up approach to addressing the challenges facing our most vulnerable is clear, and as such it is proposed to develop a new Council wide programme 'Improving outcomes for the Joneses' to strategically drive the next phase of transformation and change needed to address service, workforce and financial pressures for the next 5 years. The programme will co-ordinate all the actions required to deliver with partners, as set out in the 5 year service strategy approved by Council. This programme will plan for, and address, the needs of people of all ages, rather than separate programmes for adults and children's, and bring partners across the Council and in partner organisations together to holistically address need and mitigate the risk of silo working.

4.4 Building on the success of designing integrated adult services around Mrs Jones, the proposed vision for social services and wellbeing is: 'Doing what matters for all the Joneses'. This vision is designed so it is inclusive across the life course and meaningful for everyone in the county borough.

The vision will be achieved through:

- Keeping people well, connected and addressing health inequalities;
- Organising our teams in community clusters which bring together well-being, primary and community health and social care for all population groups;
- Understanding and mitigating risks, and safeguarding people's safety independence and well-being.

4.5 The Improving Outcomes programme will be co-produced with and driven by the voices of the people who it impacts on: most notably people with well-being, care and support needs, and the social care workforce. Programme management methodology will be used to ensure there is a clear scope, timescales and milestones, business cases, and management of issues and risks. The programme structure is attached at **Appendix 1**. Governance between this transformation programme and the Cwm Taf Morgannwg Regional Partnership Board, the Bridgend Public Service Board and integrated working with Cwm Taf Morgannwg University Health Board will be managed carefully to ensure that projects are aligned and the risk of duplication is reduced.

4.6 As set out in the programme structure, the priority projects of the programme are:

- Early intervention, prevention and well-being – this work will develop and implement strategies which keep people well and prevent escalation of needs. With specific attention on supporting children and young people to live safely with their families, the emotional health and well-being of adults and children, effective use of technology, supporting carers, and developing long term leisure and cultural strategies for the County Borough.
- Strength based practice – this work will focus on embedding strength based social work practice in adult and children's teams, ensuring that 'what matters' to the individual, and the outcome people want to achieve for their our own lives – be it the home we wish to live in, the job or leisure interests we have, or the relationships that are important to us – are at that the heart of practice, and care planning and is reflected in training, supervision and quality assurance and performance.
- Strategy, commissioning and service development – accommodation, care and support services enable people with care and support needs to live the lives they want to live. As practice becomes more outcome focussed, and most people want to live as independently as possible, there are a number of commissioning and service development priorities for the Council to progress as a provider and commissioner of services. The key priorities in the life time of the programme include: an accommodation, care and support strategy for older people, a market stability plan for care homes, the recommissioning of outcome focussed domiciliary care and supported living for adults, the remodelling of day opportunities and the continued remodelling of children's accommodation, care and support services.
- Underpinning the first 3 priorities is the need for a competent, confident, supported and motivated workforce across the whole of the social care and well-being sectors. The workforce priorities are: workforce well-being, retention and recruitment, workforce planning and review of skill mix, training

and development, succession planning and development of careers pathways for social care and social work. This is the most fundamental of all the projects as the right workforce is critical to delivering all other parts of the programme.

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

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

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

6.1 An initial Equality Impact Assessment (EIA) screening on the establishment of the programme has identified that the establishment of the programme does not itself have any negative implications. The aim of the programme is to improve outcomes for people protected characteristics. Individual proposals brought forward as the programme is developed will each have their own individual impact assessment. It is therefore not necessary to carry out a full EIA on the proposals set out in this report.

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

7.1 The strategic programme impacts on a number of areas of the Well-being of Future Generations (Wales) Act:

**Long Term** – the Improving Outcomes programme will support more person-centred and outcome-focused way of working, in keeping with the requirements of the Social Services and Wellbeing (Wales) Act 2014, and more appropriate for the longer-term well-being of individuals and communities.

**Prevention** – The programme aims to support the development of preventative services which enable people to be as independent as possible and are targeted to prevent needs escalating.

**Integration** – Social Services and Wellbeing in Bridgend is committed to integrating services around the needs of individuals, breaking down silo working in the Council and with partners. The Improving Outcomes programme will bring together partners within the Council and across statutory and non statutory agencies to work together to deliver improved outcomes for people.

**Collaboration** – the service model set out in this paper predicated on close collaboration between people with care and support needs, workforce, service providers, social work teams, wider stakeholders and communities.

**Involvement** – Key stakeholders and providers will be involved in every aspect of the programme 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 There are no direct financial consequences from the establishment of this programme as it will be managed within the current Social Services and Wellbeing directorate resources. However, the challenging financial context for Social Services and Wellbeing in Bridgend, in Wales and across the UK should be noted. A key objective of this programme is to enhance prevention so that people's needs are met outside of social services, and care and support services are high quality, achieve clear outcomes and are as cost effective as possible. The Social Services and Wellbeing

directorate has made good progress in service and financial sustainability through the transformations achieved through the former remodeling programmes. Service and financial planning is increasingly challenging as there is an increased need and demand for social care arising from the impact of Covid and demographic trajectories. The end of short term funding sources, such as the Welsh Government Transformation Fund presents a significant financial challenge as does cost pressures associated with the recommissioning of high standard services and securing a quality services. The delivery of the priorities in this programme is essential to support financial sustainability.

## **9. Recommendations**

9.1 The Committee is requested to:

- Note the contents of this report and supporting presentation;
- Comment on the priorities for the strategic programme, “Improving Outcomes for the Joneses”.

**Claire Marchant**  
**Corporate Director – Social Services and Wellbeing**  
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**Contact officers:** Laura Kinsey  
Head of Children’s Social Care

Jackie Davies  
Head of Adult Social Care

**Telephone:** (01656) 642314  
(01656) 642121

**Email:** [laura.kinsey@bridgend.gov.uk](mailto:laura.kinsey@bridgend.gov.uk)  
[Jacqueline.davies@bridgend.gov.uk](mailto:Jacqueline.davies@bridgend.gov.uk)

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

**Background documents:**

None