

<b>Meeting of:</b>	<b>CABINET</b>
<b>Date of Meeting:</b>	<b>16 APRIL 2024</b>
<b>Report Title:</b>	<b>SOCIAL SERVICES AND WELLBEING COMMISSIONING STRATEGIES 2023-28</b>
<b>Report Owner / Corporate Director:</b>	<b>CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING</b>
<b>Responsible Officer:</b>	<b>PETE TYSON – GROUP MANAGER, COMMISSIONING</b>
<b>Policy Framework and Procedure Rules:</b>	<b>There is no effect upon the policy framework or procedure rules.</b>
<b>Executive Summary:</b>	<b>This report highlights the work that has been undertaken in the development of three Commissioning Strategies (included as appendices to the report) across the three main population groups in the Social Services and Wellbeing Directorate. The strategies and report show the priority areas and commissioning intentions have been identified for the next 5-year period (2023-28). The intention is to seek approval from Cabinet to implement the commissioning intentions as set out within the strategies.</b>

## **1. Purpose of Report**

- 1.1 The purpose of the report is to seek approval from Cabinet in respect of the three Commissioning Strategies that have been developed within the Social Services and Wellbeing Directorate (included as **Appendix A, Appendix B, Appendix C**).

## **2. Background**

- 2.1 Section 144B of the Social Services and Well-being (Wales) Act 2014 requires local authorities to prepare and publish market stability reports (MSR) and makes provision for regulations setting out the form these must take, matters to be included, and the prescribed period for carrying out market stability assessments as set out in The Partnership Arrangements (Amendment) and Regulated Services (Market Stability Reports) (Wales) Regulations 2021.

- 2.2 In preparation for undertaking this report, the Authority carried out, in partnership with the Local Health Board and other Regional Partnership Board (RPB) partners, an assessment of both:

- **Sufficiency** – assessment of the sufficiency of care and support in meeting the needs/demands for social care as set out in the Population Needs Assessment
- **Stability** – assessment of the stability of the market for regulated services providing care and support

2.3 The diagram below illustrates the relationships between the Population Needs Assessment and each of the different elements of the Market Stability Report, highlighting how they contribute towards the ongoing development of local and regional plans and commissioning strategies and statements.

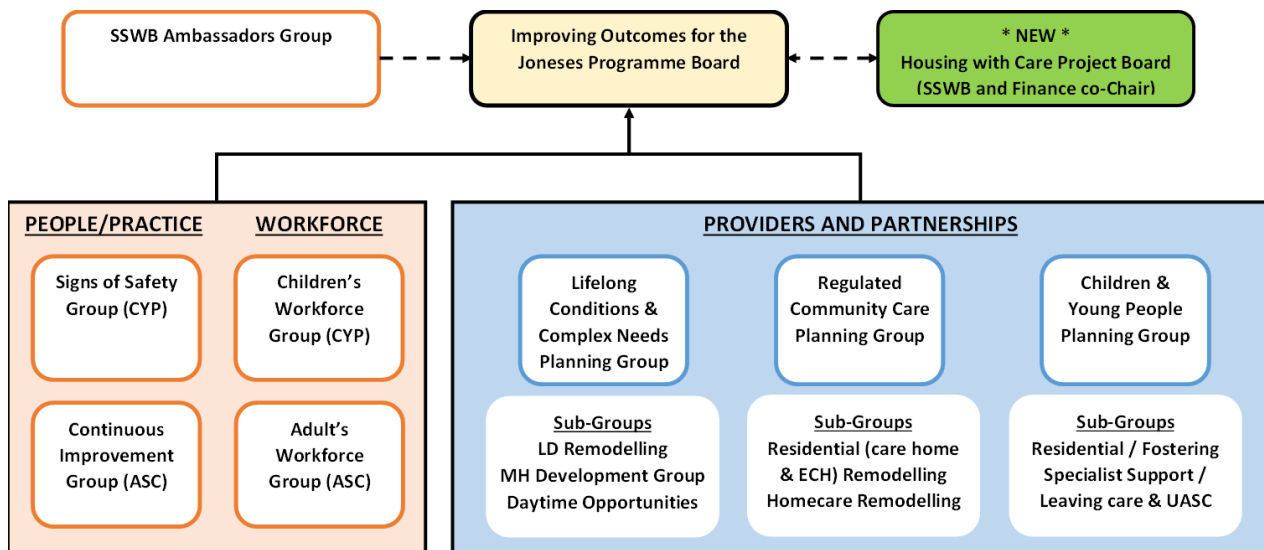


2.4 In July 2022, the Cwm Taf Morgannwg region's Market Stability Report was endorsed by the Council, and this has formed the basis of the development of three Strategic Commissioning Plans within the Social Services and Wellbeing Directorate – which have been established based on key population areas. i.e:

- Children, Young People and Transition (APPENDIX A)
- Adults with Lifelong Conditions and Complex Needs (APPENDIX B)
- Regulated Community Care – Older Person's (APPENDIX C)

### 3. Current situation / proposal

4.1 The Social Services and Wellbeing Directorate has recently reviewed and updated its 'transformation and planning' group structure as outlined below where the newly established Planning Groups have overseen the development of the Commissioning Strategies for their respective areas:



- 3.2 The Commissioning Strategies set out how current services will need to change and develop over the next 5 years, in order to continue to meet the needs of people in the Bridgend County. The structure and format of the plans are consistent across each of the strategies, where there is information on the current position, the driver(s) for change, and what the proposed commissioning intentions are.
- 3.3 The intentions are as detailed as can be at this stage, but it should be noted that further details in respect of timescales and precise resource implications will be known at the point at which business cases and justifications are being developed, which comes under the oversight of the governance arrangements set out above.
- 3.4 The strategies have been developed using regional data, such as the Market Stability Report (MSR) and the Population Needs Assessment (PNA), as well as local BCBC data to identify key trends about the people of Bridgend and our services. This data has enabled us to understand how our current services are performing and to project future service requirements over the next 5-10 years.
- 3.5 The Institute of Public Care (IPC), who are our commissioned improvement partner, have assisted in the development of these strategies and have brought in their knowledge and experience of working with local authorities across the UK to look at innovative practice and more effective ways of working.
- 3.6 The key priority areas identified within each of the plans are shown below, which can be broken down into accommodation-based priorities, and non-accommodation-based priorities, such as support at home and/or care in the community type services:

### 3.6.1 Children and young people and transition

#### Accommodation-based priority areas

- Develop additional residential provision in Bridgend to enable flexibility, especially for children and young people with complex needs. i.e.
  - Bespoke residential options to reduce high-cost/out of county (OOC) placements and operating without registration (OWR) placements
  - Supported accommodation/move-on options to prepare for independent living
  - Relocation/remodelling/refurbishment of existing residential services

#### Other non-accommodation-based priority areas

- Develop a placement support service to ensure the right multi-agency therapeutic input for children, young people and their carers
- Develop our local fostering services in order to increase our numbers of internal foster carers to secure greater placement sufficiency
- Review and strengthen accommodation pathways for children leaving care
- Strengthen our offer of support to children with disabilities and their families, including those on the neurodevelopmental pathway
- Strengthen our support for children who are at risk, or likely to be at risk, of child exploitation, and those that go missing.

NB: There is also a separate strategy being developed with the support of IPC in respect of our early help services for families.

### **3.6.2 Adults with Lifelong Conditions and Complex Needs**

#### Accommodation-based priority areas

- Develop new Core & Cluster Accommodation/Community Living Networks
- Expanding Supported Living, including Specialist Supported Living (Closer to Home)
- Review and remodelling of emergency, short-stay and respite accommodation
- Accessible/adapted accommodation programme

#### Other non-accommodation-based priority areas

- Expansion/diversification of Shared Lives (Adult Placement Scheme)
- Strengthen specialist care & support at home/community services
- Review/remodelling of Community Hubs, Daytime Opportunities & Social Activities
- Strengthen skills for Independence and Employability

### **3.6.3 Regulated Community Care (mainly older person's services)**

#### Accommodation-based priority areas

- Develop Housing with Care and "Extra Care" provision sufficient to meet future need and demand
- Reprofile and remodel as required BCBC's accommodation-based services both internal and commissioned

#### Other non-accommodation-based priority areas

- Implement the 'reablement reset' programme in our internal homecare services
- Adapt commissioned domiciliary services to take a more outcome-focused and strengths-based approach

3.7 For the accommodation-based priority areas identified above, there are clear links with both capital and revenue funding, which emphasises the importance of robust business justification cases being developed, as well as effective governance, which is shown in the earlier table.

3.8 Draft versions of the strategies were reported to the Subject Overview and Scrutiny Committee 2 on 19 February 2024. The response and feedback of the Committee is given below:

- a. *Financial Resources and Achievability – Whilst fully supporting the basis and argument behind the Commissioning Strategies, Members expressed concern regarding the potential funding available to take them forward given the difficult current, and predicted future, budget situation. The Committee appreciate that the exact financial requirements would not be known until full business cases had been developed, however, on face value Members queried whether the strategies were entirely realistic and achievable even on work scheduled for year one, given the Authority’s resources, both financial and staff based. Members agreed to monitor this closely in any future related work the Committee considers, and also requested that this be referred to the Corporate Overview and Scrutiny Committee for examination under their regular budget monitoring item.*

Officers will ensure that the narrative within the budget monitoring reports that go to Corporate Overview and Scrutiny Committee meetings reflect the financial impact of any work/priority areas progressed as defined within the strategies.

- b. *Consistency of data provided - The Committee commented on the data displayed in the strategies and that at times there were percentages provided whilst other times figures are quoted. Members proposed that there be a consistent approach throughout the document for ease of reference, particularly for the public.*

Officers have reviewed all figures/statistics included across the three strategies to ensure the information is up-to-date and consistent across each strategy which is reflected in the updated/final versions of the strategies appended to this report.

3.9 The current versions of the strategies are appended to this report, and subject to Cabinet approval, will be finalised and formatted in line with BCBC branding and translated in accordance with Welsh Language requirements.

#### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

4.1 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.

4.2 An initial EIA screening of the current versions of the strategies 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 at this stage.

4.3 As and when schemes and proposals identified within the strategies are considered for implementation, specific EIA screenings will be undertaken at that stage.

## **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

5.1 A summary of the Well-being of Future Generations (Wales) Act 2015 assessment is listed below:

**Long-term** The Strategic Commissioning Plans developed are long-term in nature, covering a 5-year period, which will consider and include longer-term demands, pressures and changes.

**Prevention** In-keeping with the fundamental requirements of the Social Services and Well-being (Wales) Act 2014, there is also a focus on preventative services within the strategies.

**Integration** In keeping with the fundamental requirements of the Social Services and Well-being (Wales) Act 2014, there will be a focus on integration with our key regional partners, such as Cwm Taf Morgannwg Health Board and neighbouring local authorities.

**Collaboration** Both internal and external collaboration will be necessary in order to effectively implement the priority areas identified in the Strategic Commissioning Plans, which will involve key stakeholders and wider partners.

**Involvement** Extensive consultation was undertaken with individuals to inform the PNA and MSR reports, which have been used as the foundation of these strategies. Officers will further engage with and involve individuals and their families/carers as and when specific projects, schemes and developments are being worked-up in more detail, which will inform the subsequent options appraisal and business case.

## **6. Climate Change Implications**

6.1 There are no direct implications associated with the strategies at this stage.

## **7. Safeguarding and Corporate Parent Implications**

7.1 The priority areas identified in the children and young people and transition strategy will support BCBC in our corporate parenting responsibilities, in looking to ensure there are suitable and sufficient placement options.

7.2 Having sufficient and effective services in place across both children's services and adult social care – which is the primary aim of these strategies – should also mitigate any safeguarding risks linked to unsuitable or unavailable services.

## **8. Financial Implications**

8.1 There are no direct financial implications associated with the strategies at this stage, however, any proposals put forward for implementation that are listed within the

strategies will be subject to the necessary business justification requirements and will follow the Council's Contract Procedure Rules.

- 8.2 The challenging financial position is included within the opening sections of each of the strategies, where there will be a strong emphasis on any of the priority areas being taken forward having a robust and agreed business justification, which Social Services and Wellbeing (SSWB) officers will develop in close working with colleagues in Finance.
- 8.3 The commissioning strategies have been produced in alignment with the Medium-Term Financial Strategy (MTFS) from 2024/25 onwards, where the pertinent savings proposals identified in the MTFS (e.g. Remodelling work in homecare services and learning disabilities) have been included as priority areas where there are links to commissioned/provider services.
- 8.4 Priority areas have also been included within the strategies to help address the current overspend areas within the Directorate, a key one being children's services placements, and implementation of the strategies will be in line with the MTFS.

## **9. Recommendations**

9.1 It is recommended that Cabinet:

- Note the contents of this report; and
- Approve the three commissioning strategies (Appendix A, Appendix B, Appendix C) for the Directorate to further develop and implement the priority areas and commissioning intentions as set out in each of the three strategies.

### **Background documents:**

None