

Meeting of:	SUBJECT OVERVIEW SCRUTINY COMMITTEE 2
Date of Meeting:	8 JULY 2024
Report Title:	BUILDING ON STRENGTHS, IMPROVING LIVES - A THREE-YEAR PLAN FOR SUSTAINABLE CARE AND SUPPORT FOR ADULTS IN BRIDGEND COUNTY BOROUGH COUNCIL
Report Owner / Corporate Director:	CORPORATE DIRECTOR OF SOCIAL SERVICES AND WELLBEING
Responsible Officer:	JACKIE DAVIES HEAD OF ADULT SOCIAL CARE
Policy Framework and Procedure Rules:	There is no effect upon the Policy Framework and Procedure Rules
Executive Summary:	<p>This plan has been developed by the Bridgend County Borough Council Social Services and Wellbeing Directorate on behalf of the Council. It sets out our strategic objectives, priorities and plans to deliver sustainable and effective social care and wellbeing support for adults in the County Borough. We are clear about our direction of travel, and we have already made significant progress but there is much more to do. We now need to:</p> <ul style="list-style-type: none"> • Deliver the improvements resulting from our new adult social care operating model. • Deliver on our commitment to outcomes-focused strengths-based practice which will help us promote resilience and independence for the people we support. • Drive through further improvements in our front door response, hospital discharge, re-ablement and long-term support in the community to ensure that our services are most effective in promoting resilience and reducing unnecessary demand. • Secure greater cost-effectiveness through our transformation plans for learning disability, mental health and long-term conditions services. • Ensure that our support for staff, community engagement, technology and partnerships are all geared towards cost-effective and sustainable social care in the longer term.

1. Purpose of Report

- 1.1 The purpose of this report is for the Committee to consider a “A Three-Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council” (**Appendix 1**) which sets out our strategic objectives, priorities and plans.

2. Background

- 2.1 This plan has been developed by the Bridgend County Borough Council Social Services and Wellbeing Directorate on behalf of the Council. It sets out our strategic objectives, priorities and plans to deliver sustainable and effective social care and wellbeing support for adults in the County Borough. It remains consistent with the overall Adult Social Care policy of the Council and specifies how we will deliver on this policy in the period 2024 – 2027.

The next three years are going to be very challenging for all local authorities and their partners across Wales. Resources are likely to be scarcer than ever before, so to deal with these challenges we need to take forward our commitment to deliver fundamental changes to the design and delivery of our services and to the way we work with people.

We will need to target our limited resources on those who most need them, encourage active citizenship and make sure that the way we practice helps people to live as independent as possible, resilient and connected to friends, family and their community as much as possible.

We will not do this alone, so we will need to work closely with our colleagues across the Council, in the third sector, communities and with health services to be successful for the people of Bridgend County Borough Council.

3. Current situation/ proposal

- 3.1 We are clear about our direction of travel. We have already made significant progress but there is much more to do. We now need to:

- Deliver the improvements resulting from our new adult social care operating model.
- Deliver on our commitment to outcomes-focused strengths-based practice which will help us promote resilience and independence for the people we support.
- Drive through further improvements in our front door response, hospital discharge, re-ablement and long-term support in the community to ensure that our services are most effective in promoting resilience and reducing unnecessary demand.
- Secure greater cost-effectiveness through our transformation plans for learning disability, mental health and long-term conditions services.
- Ensure that our support for staff, community engagement, technology and partnerships are all geared towards cost-effective and sustainable social care in the longer term.

- 3.2 The three-year plan in **Appendix 1** identifies seven priority areas these being:

1. Adult Social Care Operating Model
2. Adult Social Care Outcomes-Focused Strengths-Based Practice Model
3. Adult Social Care Transforming Services

4. Adult Social Care Learning Disability
5. Adult Community Mental Health
6. Adult with Lifelong Conditions or Complex Care Needs
7. Adult Social Care Supporting Priorities

3.3 The following sections provide details of the key objectives that will be delivered for each of the seven priority areas: -

Priority area	Key objectives
Adult Social Care Operating Model	<ul style="list-style-type: none"> • Provide services which increase the number and proportion of people who can live well at home or in the community. • Work with our partners to build seamless care and support services. • Help build well-resourced and responsive communities which ensure that people with care and support needs can live well at home. • Reduce the proportion of people in Bridgend who need long-term intensive care and support from the Council.
Adult Social Care Outcomes-Focused Strengths-Based Practice Model	<ul style="list-style-type: none"> • To ensure that all staff are working within a common 'Strengths and Outcomes' framework and the partners understand and support it. • To successfully develop and disseminate further clear guidance for managers and workers on key areas of practice including strength-based reflective practice and supervision. • To strengthen management oversight of practice through outcomes 'surgeries' providing real time quality assurance, ensuring a culture and practice of promoting independence and connection. • To successfully revise and implement the framework for quality assurance which evidences how effective our practice is. • To ensure better outcomes for people without the need for Council commissioned or provided care and support.
Adult Social Care Transforming Services	<ul style="list-style-type: none"> • Manage demand through the front door of the Council by handling and resolving initial enquiries more effectively. • Work with partners to manage demand from acute hospitals by minimising poor discharges which result in unnecessary care provision and returns to hospital. • Increase the number and range of effective short-term interventions for people in the community through short term help to reduce or eliminate the need for longer-term solutions. • Promote asset-based community and voluntary preventative support to help people live well in thriving and supportive communities. • Redesign care and support for people with long term needs by helping people with long-term conditions gain opportunities for greater independence in the longer term.

Priority area	Key objectives
Learning Disability	<ul style="list-style-type: none"> • To systematically implement progression as a core model of practice – recognising and reflecting people’s strengths, capabilities, and aspirations for a good life in line with our recently launched new practice model. • To review needs and services in key internal and commissioned services for learning disability to ensure they are delivered cost effectively and drawing on latest evidence of impact. • To ensure that where there needs to be changes in delivery to focus more on employment and skills, (and less day-time activity) they are addressed by clear strategies and implementation plans. • To ensure that we work closely and effectively with key partners to deliver these service improvements. • To ensure that all reviews are conducted co-productively so that people with care and support needs are central to service.
Adult Community Mental Health	<ul style="list-style-type: none"> • Review needs and services in key internal and commissioned services for mental health, to ensure they are delivered cost effectively and draw on latest evidence of impact. • Ensure that where there are gaps in provision or emerging needs they are addressed by clear strategies and implementation plans. • Ensure that we work closely and effectively with key partners to deliver these service improvements.
Adults with Lifelong Conditions or Complex Care Needs	<ul style="list-style-type: none"> • Work with our colleagues in Housing to develop Housing with Care provision sufficient to meet future need and demand, and reprofile BCBC’s accommodation-based services. • Implement the ‘reablement reset’ programme in our internal services to reshape existing provision. • Remodel our internal domiciliary services to take a more outcome-focused and strengths-based approach and in line with the new operating model. • Explore delivery models and recommission locality-based domiciliary care services to meet quality and capacity demands. • Expand and diversify our Shared Lives Scheme. • Develop a business case for Core & Cluster Accommodation / Community Living Networks, Supported Living, and Specialist Supported Living (Closer to Home) provision to achieve a better balance with residential provision. • Work with partners to develop a new multi-disciplinary service to help people with disabilities or sensory loss to access support and adaptations to help them live at home. • Better match our emergency, short stay and respite provision to the needs of our local population and redesign our services so they meet these needs. • Expand the capacity and responsiveness of specialist care and support for people at home or in the community. • Help people to access a wide range of aids and adaptations essential to helping people regain or maintain independence.

Priority area	Key objectives
Adult Social Care Supporting Priorities	<ul style="list-style-type: none"> • Build a stable, supported, well-motivated workforce, good retention, and recruitment, leading to an optimal mix of skills and capabilities, with a reputation of being a safe, supportive, reflective organisation that professionals want to work for. • Work nationally, regionally and at a local level on the procurement of a replacement system for its current case management IT System (CareDirector (WCCIS)). • Deliver an ongoing comprehensive ongoing training and development programme to support consistent implementation of the model of practice to ensure it is embedded across the service and supported in supervision and peer support. • Ensure that learning from inspection and reviews is systematically embedded through learning, training and development and follow up quality assurance and review. • Deliver an ongoing management and leadership development programme to support all managers in adult social care to develop their skills in leading teams and services.

- 3.4 Attached in **Appendix 2** is the year 1 action plan for 2024/2025 which specifies the actions which will be taken in the first year of the plan to move forward with delivery, and the metrics which will be used to judge progress that underpins the delivery of the 'Building on Strengths' Improving Lives - A Three-Year Plan for Sustainable Care and Support for Adults in Bridgend'.

The metrics included in this document are those which specifically measure the inputs, outputs and outcomes which will indicate whether and how the plan is being successful. It includes some but not all metrics collected by the Directorate or returned to Welsh Government in, for example, the Welsh Government Performance and Improvement Framework for Social Services Measuring Activity and Performance Additional Guidance 2023-24.

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. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

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:

Involvement	Officers will further engage with and involve individuals and their families/carers as and when is appropriate in line with our strengths-based practice model and the new operating model
Long term	The 'Building on Strengths' Improving Lives A Three-Year Plan for Sustainable Care and Support for Adults in Bridgend sets out to identify the long-term transformation plans for adult social care.
Prevention	In-keeping with the fundamental requirements of the Social Services and Well-being (Wales) Act 2014, there is a focus on preventative services within the three-year plan and targets our resources on those that most need them.
Integration	In keeping with the fundamental requirements of the Social Services and Well-being (Wales) Act 2014, there will be a focus on further enhancing integration with our key regional partners, such as Cwm Taf Morgannwg Health Board , Police, Probation, Secure Estate, Housing, other Council directorates, the third sector, communities and other public sector bodies.
Collaboration	Both internal and external collaboration will be necessary in order to effectively implement the priority areas identified in the three-year plan which will involve key stakeholders and wider partners.

6. Climate Change Implications

- 6.1 There is no impact or link to Bridgend County Borough Council's climate change aspirations as a result of this report.

7. Safeguarding and Corporate Parent Implications

- 7.1 This report outlines and proposes changes to the delivery of adult social care and reflects our requirements in delivering our statutory safeguarding accountabilities. Implementation of the plan will ensure effective safeguarding arrangements and support the wellbeing of adults for whom the Council has a statutory responsibility.

8. Financial Implications

- 8.1 The Budget Monitoring 2023-24 – Quarter 3 Revenue Forecast report considered by Cabinet in January 2024 detailed the projected financial pressures across the Authority during 2023/2024 and the implications for the current financial year with the Social Services and Wellbeing Directorate projecting a £12.584 million at quarter 3.
- 8.2 The report highlighted the significant financial pressures in the Social Services and Wellbeing Directorate. This was considered as part of the budget setting process for 2024/2025 and £8.330 million of budget pressures for the Social Services and Wellbeing Directorate were approved by Council towards those pressures.

8.3 The Three-Year Plan for Sustainable Care and Support for Adults in Bridgend detailed in this report acknowledges that resources are going to be challenging and scarcer than previously experienced. It describes how the service seeks to address these challenges and our commitment to deliver fundamental changes to the design and delivery of our services. It is too early to predict or forecast the financial impact at this stage; progress will be reported in line with the plan in **Appendix 2**, to the Cabinet and Corporate Management Board as appropriate.

9. Recommendation

9.1 The Committee is recommended to consider the report and appendices, and comment on the draft Three-Year Plan for Sustainability Care and Support for Adults in Bridgend which will be subject to engagement and consultation prior to submission to Cabinet for approval.

Background documents

None