

**Time and Date**

10.00 am on Thursday, 27th June, 2019

**Place**

Diamond Room 2 - Council House

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**Public Business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 3 - 8)
  - a) To note the minutes of the meeting held on 31<sup>st</sup> January, 2019
  - b) Matters arising
4. **Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'** (Pages 9 - 22)

Report of the Deputy Chief Executive (People)
5. **Outstanding Issues** (Pages 23 - 26)

Report of the Deputy Chief Executive (Place)

**Private business**

None

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Martin Yardley, Executive Director, Place, Council House Coventry

Wednesday, 19 June 2019

Note: The person to contact about the agenda and documents for this meeting is Michelle Rose Tel: 024 7697 2645 Email: michelle.rose@coventry.gov.uk

Membership: Councillors M Mutton (Cabinet Member)

By invitation Councillors J Blundell (Shadow Cabinet Member)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting  
OR if you would like this information in another format or  
language please contact us.

**Michelle Rose**

**Tel: 024 7697 2645 Email: [michelle.rose@coventry.gov.uk](mailto:michelle.rose@coventry.gov.uk)**

**Coventry City Council**  
**Minutes of the Meeting of Cabinet Member for Adult Services held at 10.00 am on**  
**Thursday, 31 January 2019**

Present:

Members: Councillor F Abbott (Cabinet Member)  
Councillor T Mayer (Shadow Cabinet Member)

Invited: Councillor D Gannon – Chair of Health and Social Care  
Scrutiny Board 5 - invited for item 49

P McGee – Chair of Keep Our National Health Service (NHS)  
Public (KONP) – invited for item 49

Employees (by Directorate):

People M Bilbe, S Caren, P Fahy,  
Place M Rose

Apologies: Councillor K Caan Cabinet Member for Public Health and  
Sport – invited for item 49

D Nellist – petition spokesperson invited for item 49

## **Public Business**

### **47. Declarations of Interest**

There were no Disclosable Pecuniary Interests.

### **48. Minutes**

The minutes of the meeting held on 11th October, 2018 were agreed and signed as a true record.

### **49. Response to Petition - Sustainability and Transformation Plan (STP)**

The Cabinet Member considered a report of the Deputy Chief Executive (People) which responded to a petition bearing approximately 1400 signatures, which had been submitted to the City Council on 7th November 2018. The petition was collected by the Coventry and Warwickshire group Keep Our NHS Public (KONP). The petition was simultaneously submitted to Warwickshire County Council. The petition reported that “We call on our elected representatives involved in the Coventry and Warwickshire ‘Better Health, Better Care, Better Value’ plan (formerly ‘Sustainability and Transformation Plan’ – STP) to require Andy Hardy (STP lead) to respond to our petition handed to him on the 11th September 2017 requesting him to publish full details of the financial, workforce and site plans of the STP.” The petition spokesperson was invited to the meeting and spoke on behalf of the petitioners. The Cabinet Member had also invited Councillor Gannon, Chair of the Health and Social Care Scrutiny Board (5) Designated as the

Health Overview and Scrutiny Committee and Councillor K Caan, Cabinet Member for Public Health and Sport.

The Sustainability and Transformation Plan (STP) was a health led planning process established to achieve the 'triple aims' contained within NHS England guidance called "Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21" in December 2015. The report noted that the delivery of the STP required the input of all key health and social care organisations within areas referred to as 'footprints' of which there are 44 nationally. Coventry was included within the Coventry and Warwickshire footprint and the City Council, through the Deputy Chief Executive for People was present on the STP Board – locally named the Better Care, Better Health, Better Value Board (BCBHBV).

STP footprints were not statutory bodies but collective discussion and planning forums to bring together health and care leaders to plan services for the populations they serve. The Coventry and Warwickshire STP does not have delegated authority for decision making from its member organisations. Therefore, any plans produced through the STP (BHBCBV) process would need to be considered and approved by the appropriate decision making bodies of the relevant organisations.

The STP process had been challenged by local authorities in respect of the degree of openness and sharing. The Coventry and Warwickshire footprint had submitted its STP to NHS England in October 2016 and following feedback, the plan was released publicly on 7 December 2016. The requirement from NHS England was that plans were not shared prior to the October 2016 submission.

At its inception the STP process was challenged by the City Council in respect of the degree of openness and sharing. The leader of the City Council wrote to the chair of the Coventry and Warwickshire STP on 20 October 2016 and the Council considered a report on matters in respect of the STP at its meeting on 3 January 2017, which was subsequently considered by Council on 24 January 2017 (Council minute 98/16 refers).

Despite these early challenges on visibility and openness the STP process did seek to bring all partners together to improve health and care within the resources available. Under the BCBHBV Board some significant initiatives had taken place including working with the Local Government Association on 'upscaling prevention' and the 2019 Year of Wellbeing.

The Coventry Health and Wellbeing Board received progress reports on the work of the BCBHBV Board and Coventry Health Overview Scrutiny Committee (Scrutiny Board 5) continued to review items related to this work. In addition, the mechanisms for joint scrutiny with Warwickshire County Council exist should any proposal impacting across the footprint require specific consultation.

The BCBHBV Board had been chaired by the Chief Executive of University Hospital Coventry and Warwickshire since its inception, however an independent chair had now been appointed to chair this board. Cabinet Member for Adult Services, who was the lead cabinet member for this area had met with the independent chair and discussed the need for appropriate levels of transparency

in the work of the board including responding to the petition of 11 September 2017.

The Chair of Coventry KONP Pat McGee, attended the meeting and spoke on behalf of the petitioners requesting help with their petition to the STP lead Andy Hardy, to publish full details of the financial, workforce and site plans of the STP. The petitioners were concerned about the lack of detail about how cuts would be managed and the lack of discussion about the impact of the changes on service users. Another concern was regarding the poor consultations, for example the stroke consultation. The elected members present were asked to consider transparency, public involvement and sharing of details.

Councillor Gannon sympathised with the petitioners regarding the poor transparency and supported efficiencies, working together and involving users more. The Shadow Cabinet Member agreed with Councillor Gannon

The Cabinet Member understood the petitioners concerns and recognised that the STP was a challenge nationally. Progress had not been fast however, partners had been working together and any plans produced through the STP (BHBCBV) process would need to be considered and approved by the appropriate decision making bodies of the relevant organisations. She had met with the new Chair Chris Ham and agreed to ask for a response to the petitioners.

**RESOLVED that the Cabinet Member**

**1) Note the petition and through regular dialogue with the Chair of the Sustainability and Transformation Plan (STP) Board- locally named the Better Care, Better Health, Better Value Board (BCBHBV) encourage the appropriate level of transparency and openness in the progression of proposals.**

**2) Support the Chair of Coventry Health Overview Scrutiny Committee (HOSC) (Scrutiny Board 5) and Coventry Health and Wellbeing Board (HWBB) in ensuring that as proposals are developing there is the appropriate level of political oversight and public involvement**

**3) Write to the Chief Executive University Hospital Coventry and Warwickshire (UHCW), Andy Hardy and the new Independent Chair for Better Health, Better Care, Better Value, Sir Professor Chris Ham and ask them to respond to the petition**

**50. Extending the Section 75 Partnership Agreement for Mental Health Services**

The Cabinet Member considered a report of the Deputy Chief Executive (People) regarding extending the Section 75 Partnership Agreement for Mental Health Services. This report sought permission to extend the existing Section 75 Partnership Agreement with Coventry and Warwickshire Partnership NHS Trust (CWPT) for the delivery of integrated mental health services.

The report noted that the City Council entered into a Section 75 agreement on 1<sup>st</sup> April 2014 following Cabinet approval, initially for a three year period but with provision for annual extensions. The agreement was extended from the 1<sup>st</sup> April

2017 for a period of 12 months and again in April 2018 and this report sought permission for a third extension of this agreement for a further 12 months.

The Section 75 Partnership Agreement provided the legal framework to underpin joint working in Adult and Older People's Mental Health Services. Under this framework, joint Health and Social Care teams delivered mental health services from a single line management structure led by CWPT with designated Council staff seconded, and the delegation of specific social care duties. Although the service delivery elements were integrated the financial responsibilities for health and social care remained separate with this separation to continue under the extended agreement.

Coventry City Council, Warwickshire County Council and CWPT remained committed to integrated working practices as a means for delivering joined up support to people with mental ill health across Coventry and Warwickshire, the S75 agreement continued to provide a suitable vehicle through which to deliver this.

Over the period of the previous extensions a formal review of the agreement was undertaken. In summary the review concluded that whilst there were pressures within the service that needed consideration in order to enable staff and managers to deliver the integrated health and social care service and maximise the contribution each professional brought, it currently remained the most appropriate way to deliver services in the City.

As an outcome of the review it was considered that seeking to continue the S75 arrangements as opposed to dissolving this and returning to single agency arrangements for mental health services was preferable. There were however a number of matters that arose within the review that needed to be addressed prior to committing to a new and longer term arrangement. The further 12 month extension was to enable these changes to be made. However, critical to this was the wider review of Mental Health Services being undertaken within the System Transformation Programme (STP). This work along with other key elements had yet to conclude and the impact on the s75 arrangements were not yet known. On that basis and to enable further consideration a further 12 month extension was required.

Officers noted that they were working towards a greater understanding of performance and a dashboard and demonstrating integration.

The Shadow Cabinet Member commented on the positive forward thinking about outcomes and Councillor Gannon asked if it was likely that there would be more Section 75 agreements and officers felt this was probable.

The Cabinet Member thanked all those involved for their valuable contributions to working together.

**RESOLVED that the Cabinet Member approve the extension of the existing s75 partnership arrangement to provide Integrated Health and Social Care Secondary Mental Health Care Services commencing 1 April 2019 for a 12 month period.**

51. **Outstanding Issues**

The Cabinet Member considered a report of the Deputy Chief Executive (Place) that contained a list of outstanding issue items that would be submitted to future meetings and summarised the current position in respect of each item.

The Cabinet Member discussed the report on Market Position Statement and Workforce Development.

**RESOLVED that the Cabinet Member for Policing and Equalities approves the future consideration of matters relating to the outstanding issue items listed in the report.**

52. **Any other public business which the Cabinet Member decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of business.

(Meeting closed at 10.35 am)

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Cabinet Member

27<sup>th</sup> June 2019

**Name of Cabinet Member:**

Cabinet Member for Adult Services – Councillor M. Mutton

**Director Approving Submission of the Report:**

Executive Director, People

**Ward(s) affected:**

All

**Title:**

Report concerning - Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'

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**Is this a key decision?**

No.

This concerns an internal Practice Framework for Adult Social Care and no recommendations are made that in themselves have significant financial or service implications.

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**Executive Summary:**

Adult Social Care has a simple vision and strategy which underpins its work, this is that all of our work, at whatever level should continue to support our strategic intent of 'providing support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people'.

Essential to the delivery of this is taking a 'strength based' practice approach. Strengths based approaches are key to effective social work, occupational therapy, social care interventions and achieving the best outcomes for people. In addition, the Care Act 2014 emphasises that local authorities should consider the person's own strengths and capabilities, and what support might be available from their wider support network or within the community to help meet their outcomes. The Promoting Independence approaches within Adult Social Care provide an example of strength based working in action where we work with people to maximise their own strengths and capabilities to live independently. How we expect our staff to operate, the tools they are required to use and the support available in order to deliver positive outcomes for adults and their carers is what our 'Adults and their Carers at the Heart of Practice' framework aims to achieve.

A practice framework brings together, in an accessible way, an organisations approach to practice, identifying what underpins the work, how this informs interventions and as an organisation how we support front line practice. However a practice framework can only be

effective if it also identifies approaches to understanding the experience of the person receiving any intervention and support.

The practice framework contains four key elements:

- Provides clarity on the key focus of Adult Social Care in Coventry
- Defines what is expected from practitioners working within Coventry Adult Social Care
- Describes the practice tools that are in place to support practitioners to undertake their role
- Describes how staff are supported by the City Council to deliver good quality social work, occupational therapy and social care

The framework is the product of work that has taken place over approximately 18 months to develop our approach to social work practice. The framework brings all this together in one place and formalises it in terms of expectations of staff and expectations of the people we support.

To reach a position where the framework is fully embedded and our 'normal way of doing business' will take a period of employee development and cultural change activity and will therefore form a major element of the training and development requirements for Adult Social Care over the following 2 years.

**Recommendations:**

Cabinet Member is recommended to:

1. Approve Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'

**List of Appendices included:**

Appendix One Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'

**Background papers:**

None

**Has it been or will it be considered by Scrutiny?**

No

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report title:** Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'

## **1. Context (or background)**

- 1.1 The Adult Social Care Practice Framework was conceived out of a need to support the implementation of the vision and principles for Adult Social Care. Essential to the delivery of these principles is taking a 'strength based' practice approach. Strengths based approaches are key to effective social work, occupational therapy, social care interventions and achieving the best outcomes for people. The Promoting Independence approaches within Adult Social Care provide an example of strength based working in action where we work with people to maximise their own strengths and capabilities to live independently. In addition, the Care Act 2014 emphasises that local authorities should consider the person's own strengths and capabilities, and what support might be available from their wider support network or within the community to help.
- 1.2 The Practice Framework provides clarity on the key focus of Adult Social Care in Coventry and defines what is expected from practitioners working within Coventry Adult Social Care. It describes the practice tools that are in place to support practitioners to undertake their role and how staff are supported by the City Council to deliver good quality social work, occupational therapy and social care.
- 1.3 The Practice Framework also establishes the expectations for practitioners working within Adult Social Care to work in a strengths based way. Strengths-based practice positions the practitioner as supporting people to find their own solutions to their difficulties and the capacity to identify and pursue their own goals. In addition to this it describes the tools and approaches used in Adult Social Care including the use of strength based conversations via 'Motivational Interviewing', supporting staff to work with risk and complexity by the use of 'Risk Enablement Panels' and to ensure we are 'Making Safeguarding Personal'.
- 1.4 The Practice Framework describes how staff are supported by Adult Social Care to deliver good quality social work, occupational therapy and social care. These 'practice conditions' include a commitment to achievable and effective caseload levels, effective supervision and support, a refreshed and continually reviewed learning and development, access to learning and knowledge resources and use of practice quality assurance frameworks to ensure we remain focused on practice quality.
- 1.5 The implementation of the Practice Framework is supported by a number of key activities which include the production of more strength based client and carer documentation, training for front line staff in strength based conversations, creation of practice toolkits, revised supervisory approaches which focus on reflective supervision and learning from peers and a new more 'real time' customer experience survey.
- 1.6 The Practice Framework will form part of a whole system strengths-based approach to care, support and inclusion to support our approach of looking first at what people can do with their skills, resources, relationships and their communities. This is a significant enterprise which will require changes in the tools and processes used and the mind-set and approaches of staff and providers with the production of the framework document being the starting point. As this is a major workforce development activity its implementation will be overseen by the Adult Services Workforce Development Board chaired by the Director of Adult Services.
- 1.7 We are however committed to growing and embedding our approach to strengths based working. Not only does it absolutely support our strategy for Adult Social Care which is centred on the principle of Promoting Independence it also helps to achieve this through

connecting people with support that is less institutional in its delivery and encourages people to develop their own solutions as opposed to relying on care services. This is particularly relevant as people are reabled or enabled through short term services to reach a point where dependency on going support is much reduced. At a staff development level it enables staff to have more meaningful and solution based conversations with the people who come to us for support – this is positive for workforce morale and enables people to better use their professional skills to support people.

## **2. Options considered and recommended proposal**

- 2.1 A Practice Framework provides the opportunity to demonstrate how Adult Social Care ensures staff have the practice tools, conditions, skills and learning opportunities, supporting staff to improve practice where required. It is therefore recommended that the Adult Social Care Practice Framework is endorsed by the Cabinet Member for Adult Services.

## **3. Consultation undertaken**

- 3.1 The Practice Framework for Adult Social Care was not subject to specific consultation. The Practice Framework has been subject to surveying and feedback from front line staff and managers in its production in order to ensure it is relevant and useable both my managers and staff.

- 3.2 In addition, through the numerous interactions with people that contact adult social care and their families and carers there is little aspiration for people to become recipients of social care and a preference for the ability to live independently. The framework will help embody this.

## **4. Timetable for implementing this decision**

- 4.1 Once approved, the Practice Framework will be published on the Council's internet pages. However, the work to prepare staff for this and ensure the tools are in place has been ongoing for some time and will take a further period to fully embed.

## **5. Comments from the Director of Finance and Corporate Services**

- 5.1 Financial implications

There are no direct financial implications arising from the production of the Practice Framework.

- 5.2 Legal implications

There are no direct legal implications arising from the production of the Practice Framework. It is expected however that its introduction will assist the City Council in ensuring that its statutory responsibilities in particular under the Care Act 2014 and the Mental Capacity Act 2005 are being met effectively.

## **6. Other Implications**

- 6.1 **How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

This Practice Framework demonstrates a commitment to ensuring the workforce is supported to provide a good quality Adult Social Care, maintaining and improving outcomes for the population of Coventry. This contributes to the Council's objectives of citizens living longer, healthier, independent lives and contributes to the priorities in the Council Plan to protect the city's most vulnerable people.

## 6.2 How is risk being managed?

A range of risks are presented in the delivery of Adult Social Care services which are managed through the directorate and corporate risk registers. There are no specific risks associated with the introduction of this framework. Any identified risks during the implementation will be managed as part of ongoing divisional risk management.

## 6.3 What is the impact on the organisation?

The Practice Framework supports the workforce in providing the practice tools and conditions to deliver a good quality Adult Social Care service.

## 6.4 Equalities / EIA

An Equalities Impact Assessment is not appropriate for this report. Equality Impact Assessments have been built into the development and delivery of work within Adult Social Care. There has been a continued drive to embed equality and diversity within operational practice, commissioning plans and performance monitoring.

## 6.5 Implications for (or impact on) the environment

None

## 6.6 Implications for partner organisations?

There are no direct impacts for partner organisations. The Practice Framework supports the development of the Council's workforce.

### Report author(s):

#### Name and job title:

Andrew Errington, Adults Principle Social Worker

#### Directorate:

People

#### Tel and email contact:

Andrew Errington on (024 7697) 6792 or [andrew.errington@coventry.gov.uk](mailto:andrew.errington@coventry.gov.uk)

Enquiries should be directed to the above people.

Contributor/approver name	Title	Directorate	Date doc sent out	Date response received or approved
<b>Contributors:</b>				
Andrew Errington	Adults Principle Social Worker	People	22/05/19	23/05/19

Pete Fahy	Director of Adult Services	People	22/05/19	23/05/19
Sally Caren	Head of Social Work Mental Health and Sustainability	People	23/05/19	24/05/19
Jon Reading	Head of Commissioning and Provision	People	23/05/19	24/05/19
Marc Greenwood	Head of Business Systems and Continuous Improvement	People	23/05/19	24/05/19
Michelle Rose	Governance Services	Place	4/6/19	6/6/19
<b>Names of approvers for submission:</b> (Officers and Members)				
Ewan Dewar	Finance Manager	Place	23/05/19	23/05/19
Janice White	Team Leader, Legal Services	Place	23/05/19	03/06/19
Gail Quinton	Deputy Chief Executive	People	04/06/19	04/06/19
Councillor M. Mutton	Cabinet Member (Adult Services)	Cabinet Member (Adult Services)	29/05/19	30/05/19

This report is published on the Council's website:

[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

## Appendices

Appendix One Adult Social Care Practice Framework 'Adults and their Carers at the Heart of Practice'

# ADULT SOCIAL CARE PRACTICE FRAMEWORK

Adults and their Carers at the Heart of Practice





# INTRODUCTION

Adult Social Care is part of the People Directorate within Coventry City Council and has a simple vision and strategy which underpins the work of Social Care. All of our work, at whatever level should continue to supporting our strategic intent of 'providing support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people'.

Essential to the delivery of this is taking 'strength-based' practice approach. Strength-based approaches are key to effective social work, occupational therapy, social care interventions and achieving the best outcomes for people. In addition, the Care Act 2014 emphasises that local authorities should consider the person's own strengths and capabilities, and what support might be available from their wider support network or within the community to help.

How we expect our staff to operate, the tools they are required to use and the support available in order to deliver positive outcomes for adults and their carers is what our 'Adults and their Carers at the Heart of Practice' framework is produced to do.



In the same way that social work and social care doesn't stand still neither will this practice framework. It will change as our approach develops and staff working within the service, plus feedback from the people that we support will be used to support this ongoing development.

We hope Coventry will be an incredibly rewarding place for practitioners to work for those who want to focus on practice and who are excited by the opportunity to be part of our adult services in one of the most diverse and dynamic cities in the country.

# WHAT DO WE MEAN BY A PRACTICE FRAMEWORK?

A practice framework brings together, in an accessible way, an organisation's approach to practice, identifying what underpins the work, how this informs interventions and as an organisation how we support front line practice. However a practice framework can only be effective if it also identifies approaches to understanding the experience of the person receiving any intervention and support.

Through having a clearly defined practice framework we will be able to support the development of high quality practice by providing clear expectations and a framework within which a consistent approach can be applied.

It is however, not a prescriptive set of rules or procedures that deskill and disempower workers. It is instead an underlying ethos to guide everything we do which is flexible and adaptive so that it can work in a place as diverse

as Coventry where every person is different and what might be right for one person may not be right for another.

It has been developed to support workers to use their professional judgement and to spend their time undertaking relationship-based work with adults and their carers that changes lives.



Our practice framework contains four key elements:

- ① Provides clarity on the key focus of Adult Social Care in Coventry
- ② Defines what is expected from practitioners working within Coventry Adult Social Care
- ③ Describes the practice tools that are in place to support practitioners to undertake their role
- ④ Describes how staff are supported by the City Council to deliver good quality social work, occupational therapy and social care

The success of any practice framework is however not tested through the quality of this document. It is tested through the way in which the content of this document is brought to life and evidenced through the many thousands of interactions between social care



professionals and the people we are seeking to support, this is an ongoing matter of personal development, reflection and learning through applying new tools and approaches often in very challenging circumstances.

# THE FOCUS OF ADULT SOCIAL CARE IN COVENTRY



Adult Social Care in Coventry is simply about working with people to maximise their independence. Our strategy is simple and is as follows:

*'Provide support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people'*

This is underpinned by a set of values contained and described in the graphic opposite

Although the strategy is simple, implementing it is complex. It requires the people we work with to be challenged on what they can do for themselves and what they can get support for from outside of statutory social care and support services. It means that where people come to us because they believe, or their families, friends or medical professionals believe that they need care, we will challenge

this assumption and, wherever possible work with the person to grow their strengths and capabilities so that the need for ongoing care and support is reduced or eliminated. In general terms we refer to this approach as 'Promoting Independence'.

How we work with individuals and their families and carers from the point of first contact with Adult Social Care is critical to achieving this model – how outcomes are defined, how people are engaged and motivated to improve their independence, how risk is managed and how families, carers and other forms of community support are engaged are all critical to our success and the delivery of improved outcomes for the individual.

## Adult Social Care Vision

To enable people in most need to live independent and fulfilled lives with stronger networks and personalised support.

Strategy: Provide support, in the least intrusive manner possible, based on the assets, resources and abilities that are available to people.

 <p><b>Adults and carers at the heart of everything we do:</b> People we work with are involved as equal partners in planning and decision-making.</p>	 <p><b>High quality, person centred and effective support:</b> We deliver high quality, person centred effective care and support to service users, their carers and families. Empowering people with the right support, at the right time in the right way using the resources that are available to them.</p>	 <p><b>Reflective and responsive to change:</b> The support we provide reflects and responds to the changing needs of Coventry's diverse population of adults and older people.</p>	 <p><b>Outcome driven and meaningful:</b> Support is outcome driven and we are clear about the impact we are having on the people we support.</p>	 <p><b>Support around people and their families:</b> People are supported to live at home wherever possible. When people cannot live at home they will be supported to live in the most appropriate and least intrusive alternate setting.</p>
 <p><b>Effective enablement and prevention and wellbeing:</b> We provide support to people in cost effective ways, to enable them to reach or regain their maximum potential so that they can do as much as possible for themselves.</p>	 <p><b>Mature partnerships:</b> Our partnerships are mature, trusting and effective at both a strategic and operational level. In all our work with partners, the focus remains on the people that need our support.</p>	 <p><b>Committed workforce:</b> Our workforce is stable, skilled, motivated and committed to delivering excellent services. They feel supported to make decisions, assess and manage risk and work with people to achieve their outcomes.</p>	 <p><b>Innovative:</b> We will develop new ways of supporting people and use innovation as a key way to deliver good outcomes for people and manage our resources.</p>	 <p><b>High performing:</b> The outcomes we achieve for adults and older people compare favourably with similar local authorities. We make an active contribution to the delivery of the Council Plan.</p>

Delivering this focus requires the co-ordinated effort of a number of professionals including social workers, occupational therapists and care and support staff plus the work of commissioning colleagues to ensure the market for social care and support has the skills and abilities to deliver this approach with us.

The role of the practitioner is critical to this and the remainder of the practice framework specifies what is expected, the tools and approaches to support these expectations and the support on offer.

As a directorate we will continue to develop new and innovative ways to improve our approach, as well as developing our practice approaches this also includes the options available for people to access and arrange support as well as the support on offer.

Some examples of how we are developing our wider approach includes:

- ⦿ Enhanced use of promoting independence approaches and technology enabled care to support people to remain at home wherever possible and maximize independence
- ⦿ Development of Individual Service Funds (ISFs). ISFs are already providing a number of people with choice and control over their personal budget and we are continuing to expand this approach
- ⦿ Redesigning our pathways and approaches including our first point of contact, social brokerage and community development to ensure a more systematic and strength based approach
- ⦿ A focus on customer experience and development of more 'real time' surveying
- ⦿ Recommissioned voluntary sector organisations to have a focus on prevention and early intervention
- ⦿ Provision of improved information and signposting via an enhanced digital offer
- ⦿ Improved internal forms design and processes reducing time spent in administrative tasks and increasing time available for face to face practice

## WHAT IS EXPECTED FROM PRACTITIONERS WORKING WITHIN COVENTRY ADULT SOCIAL CARE?

In Coventry we expect practitioners to work in a strengths-based way. Strengths-based practice positions the practitioner as supporting people to find their own solutions to their difficulties and the capacity to identify and pursue their own goals.

Practitioners may refer to themselves as strengths-based or as practicing restoratively, or relationally, or systemically. Practitioners in mental health may refer to 'recovery', others may refer to an 'asset-based' approach or 'resilience'. All these ways of working are fundamentally focused on encouraging practitioners to 'work with people, rather than working for them, or doing to them.

The role of our practitioners is therefore to work with people to develop different ways of thinking about their experiences and difficulties, and support change by:

- ⦿ understanding their lived experience as a whole, providing narrative and context around difficulties
- ⦿ identifying and building on individual strengths and assets
- ⦿ building and modelling a trusting and effective positive relationship, based on honesty and openness
- ⦿ supporting social networks and connections between the person, their family and the wider community, supporting resilience through relationship

work in a strength based way our practitioners need to:

- ① Be professionally curious, hopeful, sensitive, and reflective as well as being tenacious in improving life outcomes for adults and their carers
- ② Approach adults and their carers with empathy, compassion and creativity using strengths, assets and relationships for positive change
- ③ To acknowledge where barriers might exist and work closely with families and others to help overcome these
- ④ Have a good local knowledge of community assets and see the virtue in new technologies and new ways of working
- ⑤ Use a systemic approach to work purposefully, openly and compassionately with the whole family
- ⑥ Use reflection, critical thinking and analysis to evaluate and integrate multiple sources of knowledge and evidence to create meaningful assessments and support plans
- ⑦ Build skilful and influential working relationships with other professionals and agencies

- ⑧ Draw on a range of approaches, used proportionately and regularly reviewed
- ⑨ Make good and emotionally intelligent use of supervision and support of peers
- ⑩ Have high quality planning and decision making skills
- ⑪ Understand their legal and statutory responsibilities
- ⑫ Demonstrate understanding and skill in working as a member of a team and organisation
- ⑬ Take appropriate responsibility for their conduct, practice, learning and development

The role of a social worker, occupational therapist or social care professional is an incredibly difficult one, requiring a range of skills and a firm knowledge base. For us, 'Adults and their Carers at the Heart of Practice' is about ensuring our staff:

- ⑭ Work purposefully with a clear and constant focus on the person their needs, outcomes, experiences, the context and circumstances of their lives
- ⑮ Establish and maintain positive relationships with families and other professionals

- ⑯ Provide evidence informed interventions with adults and their carers that improve lives
- ⑰ Have the skills and knowledge to complete high quality and effective assessments and plans
- ⑱ Have strong report writing skills and good analytic and communication skills
- ⑲ Have an ability to reflect and make good use of supervision.



# THE PRACTICE TOOLS AND APPROACHES THAT ARE IN PLACE TO SUPPORT PRACTITIONERS TO UNDERTAKE THEIR ROLE

We are supporting our practitioners to deliver the requirements of this practice framework through using the following tools and approaches:

- ⦿ Access to training in strength based approaches and outcome-focused support planning and review to embed understanding and application of strength based practice,
- ⦿ Motivational interviewing techniques to develop a focus on strength-based conversations, so people can tell their story in their own words through the use of open questions to encourage reflection
- ⦿ Risk Enablement Panels that support practitioners working with risk through, providing challenge, advice, recommendations and validation when faced with significant risk in order to take a positive approach to risk
- ⦿ Family Group Conferencing (FGC) or family-led meetings, to work with families to support them to come to their own solutions to challenging circumstances, based on the model of FGC often found in children's social work
- ⦿ Making Safeguarding Personal (MSP) with a key set of tools and resources to use in working with people at risk of abuse so that they achieve the outcomes they identify.

# HOW STAFF ARE SUPPORTED BY THE CITY COUNCIL TO DELIVER GOOD QUALITY SOCIAL WORK, OCCUPATIONAL THERAPY AND SOCIAL CARE

Supporting practitioners to develop strengths-based practice requires more than skills training for particular activities or techniques, but being part of an organisation that values, promotes and enables strengths-based principles.

We are supporting our practitioners with a clear focus on our practice conditions:

- ⦿ commitment to achievable and effective caseload levels
- ⦿ clearly defined practitioner and team leader standards
- ⦿ effective supervision and support, developing peer, group and reflective supervision models in support of the Standards for Social Work Practice Supervisors in Adult Social Care
- ⦿ a refreshed and continually reviewed learning and development offer with an emphasis on current practice issues
- ⦿ providing access to learning and knowledge resources such as Research in Practice for Adults, Care Knowledge and Social Work Connect
- ⦿ dedicated practitioner roles supporting practice education and newly qualified social workers
- ⦿ established practice forums and organisational health check arrangements
- ⦿ use of practice quality assurance frameworks to ensure we remain focused on practice quality

- active engagement with universities through Social Work Teaching Partnerships and involvement in fast track social work schemes
- commitment to the National Standards for Employers of Social Workers and the Professional Standards for Occupational Therapy practice
- an annual practice week with children's services in which we welcome a range of leading academics and speakers to Coventry to share their expertise
- commitment to pre and post qualifying development, including the use of degree-level apprenticeship schemes for social work and occupational therapy

As well as supporting staff in their current role we also want to develop staff to reach their potential. For some people this will mean fulfilling an ambition to progress into more senior practice or management roles but for all it means continuous development to improve and develop better practice skills with adults and their carers.

We are providing training in relation to the tools and approaches used in our practice framework and we have introduced a management and leadership training programme.

There are structured opportunities for career progression in place. We support social workers with post qualifying training to become Practice Educators, Best Interest Assessors, Approved Mental Health Professionals and Sensory Specialists.

We are committed to supporting Degree Level Apprenticeships which enable our unregistered staff to become Social Workers or Occupational Therapists.

The implementation of this framework will be monitored by our Practice Development Forum and the Adult Social Care Management Team.





## Public report Cabinet Member Report

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Cabinet Member for Adult Services

27<sup>th</sup> June, 2019

**Name of Cabinet Member:**

Cabinet Member for Adult Services – Councillor M Mutton

**Director Approving Submission of the report:**

Deputy Chief Executive (Place)

**Ward(s) affected:**

None

**Title:**

Outstanding Issues

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**Is this a key decision?**

No

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**Executive Summary:**

In May 2004 the City Council adopted an Outstanding Minutes System linked to the Forward Plan, to ensure that follow up reports can be monitored and reported to Elected Members. The appendix attached to the report sets out a table detailing the issues on which further reports have been requested by the Cabinet Member for Adult Services, so that she is aware of them and can monitor progress.

**Recommendations:**

The Cabinet Member for Adult Services is requested to consider the list of outstanding issues and to ask the Member of the Strategic Management Board or appropriate officer to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

**List of Appendices included:**

Table of Outstanding Issues

**Background papers:**

None

**Other useful documents:**

None

**Has it or will it be considered by Scrutiny?**

No

**Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report author(s):**

**Name and job title:**

Michelle Rose  
Governance Services Officer

**Directorate:**

Place

**Tel and email contact:**

Tel: 024 7683 3111

E-mail: [michelle.rose@coventry.gov.uk](mailto:michelle.rose@coventry.gov.uk)

Enquiries should be directed to the above persons.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
<b>Names of approvers:</b> (Officers and Members)				

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	<b>Subject</b>	<b>Date for Further Consideration</b>	<b>Responsible Officer</b>	<b>Proposed Amendment to Date for Consideration</b>	<b>Reason for Request to Delay Submission of Report</b>
1 *	<b>Workforce Development Strategy and Practice Quality Assurance in Adult Social Care 2017-2019</b> Further report providing an update on the Workforce Development Strategy and Quality Assurance (Minute 22/17 of the Cabinet Member for Adult Services refers – 26 <sup>th</sup> January, 2018)	To be confirmed - further report to be submitted when update information is available	Deputy Chief Executive (People)  Pete Fahy Andrew Errington		
2	<b>Market Position Statement – Adult Care Services 2018</b> Receive a report on the associated Market Development Plan at the January 2019 meeting (Minute 40/ 18 of the Cabinet Member for Adult Services refers 11 <sup>th</sup> October, 2018)	January 2019	Deputy Chief Executive (People)  Pete Fahy Jon Reading	17 <sup>th</sup> October, 2019	

\* Identifies items where a report is on the agenda for your meeting

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