

Cabinet Member

27th 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'

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.

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.

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Councillor M. Mutton	Cabinet Member (Adult Services)	Cabinet Member (Adult Services)	29/05/19	30/05/19

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www.coventry.gov.uk/meetings

Appendices

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