

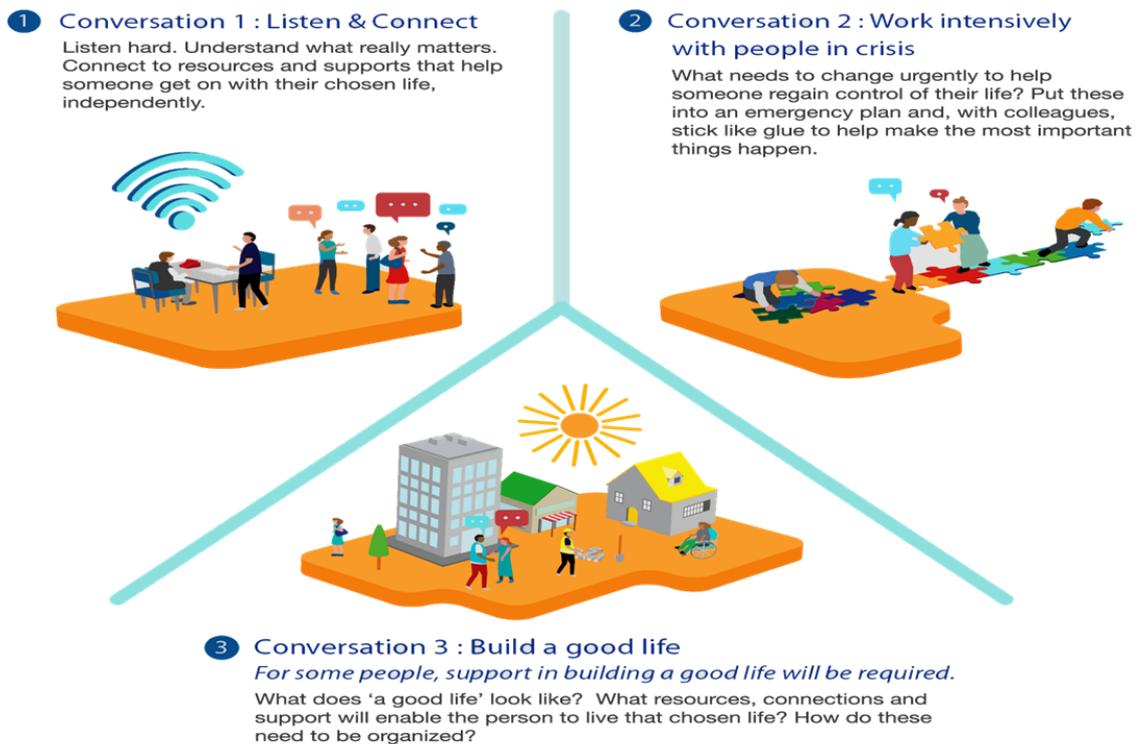
**ADULT CARE AND WELL BEING
OVERVIEW AND SCRUTINY PANEL
8 JULY 2021****UPDATE ON STRENGTHS BASED APPROACH TO SOCIAL
WORK**

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on the Council's progress with the delivery of the Three Conversation Model - a strengths-based approach to Social Work (3CM).
2. The Strategic Director of People and Cabinet Member with responsibility for Adult Social Care, have been invited to the meeting.

Background

3. Worcestershire County Council's vision is to ensure Worcestershire residents are healthier, live longer, have a better quality of life and remain independent for as long as possible. The People Strategy aims to ensure people are well, and able to live a good quality of life, have a sense of belonging, positive relationships and contribute to community life. All these factors are important to good health and wellbeing and evidence shows that in supporting people at an early stage to build connections and local networks of support, including supporting carers, it makes a real difference to people's lives and they will cope better and use these networks of support in times of difficulty. It is essential to ensure people are involved as equal partners in designing their own individual support plan to build a good life, and in co-producing community initiatives, which will lead to a much more cost-effective solution than the traditional social care offer and enable people to improve, maintain or regain levels of independence.
4. In April 2017, Adult Social Care introduced the 3 Conversation Model (3CM) which focuses on working with people to promote, maintain and regain their independence and wellbeing, reducing dependency on formal and Council funded care and support, building on strengths within families and connecting people to their communities. At the heart of the approach are three distinct types of conversations which are used to understand what really matters to people and families, what needs to happen next for them, what resources and opportunities are available to them within the community and their social network and how the Council can best assist.



5. The initial programme to introduce this approach was completed in February 2019 and a report was considered by the Adult Care and Wellbeing Overview and Scrutiny Panel meeting on the 14 March 2019. Following several reviews of practice in 2020 (People Too/Black Pear) it was recognised there was a strong alignment and commitment to the 3CM and person-centred practice, which could be further developed in the following areas:

- Leadership - A specific role to promote and maintain a focus on practice and development was recommended.
- Peer support - Regular huddles must continue to ensure peer support is offered to reduce the risk of using traditional services unnecessarily.
- Information and performance data re 3C working – Managers need to better understand trends and potential issues in their teams.
- Liquid Logic, the new social care database, needed to be developed to enhance and support practice rather than be process led
- Culture change – continue to embed the changes and ensure teams who were later adopters had the same opportunity to shape the model, innovate and connect with wider learning/development need plans.

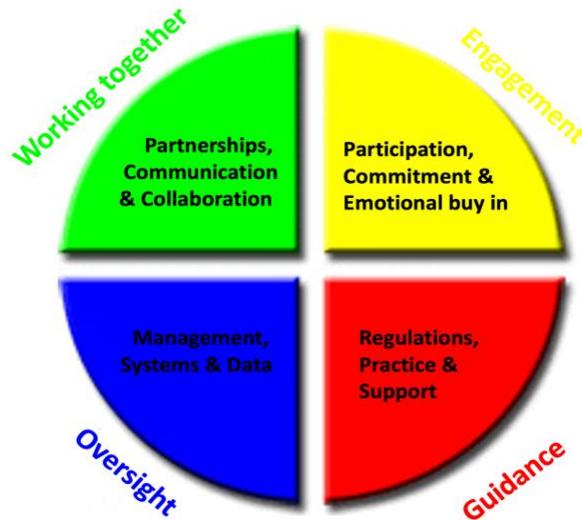
6. In November 2020 the 'Building on Strengths' Project was launched, to revisit and refresh the 3CM approach.

7. The aims of this project were to:

- Refresh the knowledge, understanding and application of the culture within the Adult Social Work service and to extend this approach to the Mental Health Service once established within the People Directorate
- Support teams to reintroduce operational huddle meetings and regular reflective practice workshops
- Introduce and encourage engagement with the approach within the wider context of the People Directorate including the Here2Help service, Commissioning, Public Health and Business Support Functions
- Improve recording practice and the tools available for recording social work meetings and actions
- Provide a mechanism for collecting feedback from the people we work with and staff to support further development of the approach
- Revisit and update strength-based practice guidance and develop a panel of practice champions to support the project and an ongoing culture of person-centred working
- Establish and recruit to a new post to maintain a focus on this work and its values, providing ongoing support to further embed and encourage this approach
- Update the structure of the Liquidlogic Adults' System (LAS) records system to further support this approach and use this as a firm basis from which to develop and run a regular series of meaningful reports to be used alongside qualitative data
- Increase the knowledge and understanding of this approach with internal and external partners to encourage greater collaboration and implementation across the care system (not just adult social care) to better residents' lives.

8. A project group was formed and includes senior managers from different areas of the operational social work teams, the former Programme Manager, manager of the Performance and Reporting team and a Project Manager.

9. Since the formation of the 'Building on Strengths' project, the team above has worked closely with other projects within the wider People Directorate Transformation programme and has made considerable progress. As the project includes cultural as well as systems change, the approach taken was to group the deliverable products under 4 key headings.



10. During the first 6 months of the project, the progress to date has been significant and key highlights and milestones met include:

- Development of a series of interactive workshops for senior and operational staff including introductory and advanced sessions, attended by over 207 staff
- The workshops had overwhelmingly positive feedback and a rolling programme has been timetabled to ensure that new staff are introduced and supported to the approach through their induction period.
- An additional workshop was run specifically for partners in the Worcestershire Association of Carers, who use the 3 Conversation approach on behalf of the Council in completion of their contract to support Carer assessments and reviews.
- A simple video about the 3 Conversation approach was produced and shared with over 60 partner organisations through the WSAB network
- The project has recruited to the 3 Conversations Advanced Practitioner role, and the post holder is expected to start in this post in September.
- All existing guidance was reviewed and removed, to be replaced by 7 simple practice guides covering the key aspects of the approach, most of which are now available on the online staff e-guide platform.
- Workshops were held to support the Advanced Social Work Practitioner (ASWP) in reflective meetings including a resource pack including learning objectives, discussion materials and exercises to cover the identified improvement areas
- The Performance Team have developed a series of reports and work is underway to use these as routine data which will also include case studies and direct feedback from residents.
- Mental Health Social Workers returned to the Council on 1 April 2021 and will have a full innovation period to support practice.

11. The remaining goals of the project are to:

- Support the new 3C Advanced Practitioner through her induction and the establishment of the ASWP reflective meeting group
- Agree the approach to collecting public feedback and establish the mechanism
- Develop a suite of service data and establish a baseline from where we can

- track the impact of the project
- Use feedback from the champions group to revisit LAS functionality and the Proud Conversations audit tool (quality of social care records)
- Develop a plan to ensure that culture continues to be extended and supported beyond the completion of the project

12. 3CM is the 'golden thread' in shaping the way we offer support to our residents at the earliest stage possible, to prevent, reduce and delay the need for services for as long as possible, enabling people to be independent. The need for excellent advice, information and access to support in communities has been heightened through the pandemic and the creation of the Here to Help service is now well established. Having even earlier conversations (often referred to as Conversation 0) with people to support themselves and make informed decisions is vital. The project supports to shape the market and ensure we commission services that really make a difference. We are now aligning the model to the offer at the 'Front door', including the development of a tool for mapping community resources to support people to find information and advice independently, and identify gaps in provision. This intelligence can then assist the Directorate in developing the voluntary and community sector commissioning, work alongside colleagues in Public Health with similar priorities in supporting residents to lead healthy, meaningful lives.

13. Feedback from people on their experiences and outcomes must be routinely sought. Appendix 1 provides the data we have currently, and the project team are developing further mechanisms to gather feedback as a priority.

14. There is a link below to view a video of a family and Social Worker telling their story of using a strength-based approach and the difference it can make to people's lives:

[Adult Social Worker Film - YouTube](#)

Purpose of the meeting

15. Members are invited to consider and comment on the information within this report and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to Cabinet Members

Supporting Information

Appendix 1 - providing data around social work activity.

Contact Points

Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agendas and Minutes from the Adult Care and Well Being Overview and Scrutiny Panel on 14 March 2019 and 27 September 2017

Minutes and Agendas are available on the Council's website: [weblink to agendas and minutes](#)