

# GWYNEDD COUNCIL CABINET

Report to

## a meeting of Gwynedd Council Cabinet

Date of meeting:	27 November 2018
Cabinet Member:	Councillor Gareth Roberts
Contact Officer:	Aled Davies
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Title of Item:	Gwynedd Council Plan 2018-2023 - Bid for permanent resources to staff the new Dementia Units at Llys Cadfan, Plas Hafan, Plas Hedd and Bryn Blodau to support the implementation of the 'Redesigning Care Services' priority within the Council Plan.

### 1 THE DECISION SOUGHT

- 1.1 To allocate £808,000 to support the implementation of the Redesigning Care Services priority within the Gwynedd Council Plan 2018-2023 and to meet the requirements of Care Inspectorate Wales in terms of residential homes' staffing rotas.

### 2 THE REASON FOR THE NEED FOR A DECISION

- 2.1 The Gwynedd Council Plan 2018-2023 adopted on 8 March this year notes the intention to develop Dementia Units in the following homes:

- Llys Cadfan, Tywyn (development of an additional unit)
- Plas Hafan, Nefyn
- Plas Hedd, Bangor
- Bryn Blodau, Llan Ffestiniog (development of an additional unit)

With the work of investing in the buildings of Llys Cadfan, Plas Hafan and Plas Hedd already completed and the internal work at Bryn Blodau to be completed before the end of the year. Planning permission was recently granted for external works at Bryn Blodau and we are confident that this work will be completed before the end of June 2019.

- 2.2 This capital investment has been made with the resources of the Welsh Government's ICF fund. The Council succeeded in attracting the investment on the basis of evolving the services offered by the Council to respond to more severe needs and as a foundation to develop and strengthen our close cooperation with the Health Board and on a local level especially in terms of how our community teams operate. It is acknowledged that an element of risk arises from implementing parts of the plans before a final decision is made on resources and staffing capacity, but with the aim of developing services as a core part of the Council Plan preparations, the decision was taken to move forward and make use of the opportunities available through the ICF fund. The plans to develop the dementia unit services was a priority within the programme of plans that were prepared and agreed between the Health Board and the

Council.

2.3 There is now a need to decide whether or not the Council will allocate permanent revenue resources for the developmental programme. If we are to realise the aim of the developmental programme and make use of the new space as intended for the dementia units in the four locations, then this investment is crucial. Without the investment, the contribution of the four homes to the Council Plan aim of offering dementia care and end-of-life care / more intensive care nearer to home will be limited. Rather, the services will remain in their current less intensive form albeit operating in better and more suitable buildings.

2.4 Approximately £31,000 of the bid total relates to the need to respond to the requirements of Care Inspectorate Wales to strengthen rotas across the Council's Residential Homes.

### **3 INTRODUCTION**

3.1 Each of the dementia units in question will be a home for 7 or 8 individuals. For each one, a 2:2:1 staffing arrangement will be needed, namely two members of staff on the morning shift, two for the afternoon / evening and one overnight. In establishing a new unit this briefly equates to an increase of 40 hours a day in more specialist care capacity in a home and the requirement is slightly less for homes where a Unit already exists. Additional support will be available at all times by the remaining staff of the residential home.

3.2 The bid is submitted for permanent resources to develop this service.

3.3 The care needs of individuals in our residential homes are already more intensive than they were years ago. With the effort to assist people to remain in their homes for as long as possible on the one hand and the lack of nursing beds on the other, the nature of the care needed in our residential homes is getting more intensive. Although the plans in question involve increasing the number of beds in our homes (there will be a small reduction in the total), the investment would support the movement towards more intensive care and specifically dementia care closer to home.

### **4 THE REASONING AND JUSTIFICATION FOR RECOMMENDING THE DECISION**

4.1 The need to invest in changing the balance and nature of care in the Council's residential homes has been highlighted again this year with the closure of two private homes. The Llwyn residential home in Dolgellau closed in May and the Peniarwaun nursing residential home closed at the end of July. Whilst collaboration between the Health Board and Gwynedd Council has succeeded to secure local placements for those residents who were affected, it has also highlighted that the number of more intensive care beds and nursing beds in Gwynedd is not sufficient to meet future needs especially if we are to ensure that care can be offered close to the homes of the majority of the county's residents.

4.2 With private investment in more nursing homes in the area unlikely and increasing risks that other providers will disappear from the market, the Department's work programme has identified a series of homes where a relatively low level of capital

investment alongside revenue investment can offer opportunities to strengthen the provision offered in Gwynedd. This need for the four locations, namely Llys Cadfan, Plas Hedd, Plas Hafan and Bryn Blodau is recognised and prioritised in the Gwynedd Council Plan 2018-2023.

- 4.3 The Department has been very successful in attracting ICF funding to finance these capital improvements, with investment already having taken place in Llys Cadfan, Plas Hafan and Plas Hedd. The Department is working closely with the Property Service on the next investment at Bryn Blodau and it is hoped that this work will be completed by the end of June 2019.
- 4.4 Continuing to change the balance of care within the Council's residential homes over a period of time will involve investing in other locations over coming years. Although no resources have been allocated, the work of securing the plans and the permissions is now in place for the four sites. Implementing these plans will be the subject of further reports to Cabinet if and when the opportunities arise to realise them.
- 4.5 The Department will make every effort to attract external capital investment for these improvements and introduce plans to be considered through the Assets Plan process. The revenue implications of implementing this will be made apparent at the beginning of the process and the accompanying revenue bids to staff the units appropriately in order to provide the dementia services will be submitted through the usual bids procedure.
- 4.6 This bid is submitted for revenue resources based on 2018/19 costs. It is hoped to begin providing the new services in some of the homes early in 2019. The Department has been successful in attracting £174,000 in one-off funding to fund the service at Llys Cadfan, Plas Hedd and Plas Hafan during 2018-19. On this basis, it is not anticipated that there will be a funding gap in the service during 2018-19 however, as this money is available on a one-off basis, there will be a need to secure the full amount for every subsequent year. There will be a need to fund Bryn Blodau in full from July 2019. The nature of the service provision means that long-term funding must be secured before the service can be provided. If this cannot be secured then the services will continue at current levels and the one-off money from the ICF will be diverted to other schemes. It cannot be guaranteed that those schemes would be within Gwynedd.
- 4.7 Over recent months, a further increase has been seen in the number of individuals who cannot be discharged from hospital as a result of a lack of suitable care provision. There is a strong probability that these numbers will increase further over the coming years as people live longer. This is not beneficial to the individual or in terms of maintaining effective and sustainable health services.
- 4.8 Failing to strengthen the provision for dementia care is likely to have an impact on the lives of the county's service users. They would be more likely to have to move from their local community to get care and this could mean an impact on families visiting them and possibility care by non-Welsh-speaking staff in an unfamiliar culture. Without this revenue investment to coincide with the capital investment that has already been made, it will not be possible to make full use of the new resources or respect the wishes of the people of Gwynedd to remain in their area and maintain

contact with their families and local community.

- 4.9 Also, without the investment, it will not be possible to maximise the benefit of collaboration with the Health Board to provide more intensive care within the Council's residential homes.

## **5 NEXT STEPS AND TIMETABLE**

- 5.1 With the approval this bid for resources, the Adults, Health and Well-being Department will advertise the new jobs with the aim of appointing, inducting and training staff to provide services early in 2019.

## **6 ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

### **6.1 Views of the statutory officers:**

#### **i. The Monitoring Officer:**

The report highlights the journey of this matter leading to the request for revenue resource. The capital investment was through the ICF grant arrangements and we need to be alert to any undertakings or conditions consequent on the implementation of this financing. The recommendation and the observations of the Chief Finance Officer sets the decision and its implications in the Council's budgeting framework. It is appropriate therefore that the expenditure is identified as a priority bid to go forward for consideration when setting the Budget

#### **ii. The Head of Finance Department:**

Further to capital investment in order to convert the property, a developmental bid is submitted here for additional revenue resources for the Council's homes.

In terms of general future procedures, I note that such bids should be submitted when consideration is given to the original capital investment.

In this specific case, despite the fact that funding this would mean that the Council would need to realise further financial savings in other fields by 2019/20, I understand how the development will address unavoidable needs as the population of Gwynedd ages in the future. Therefore, appropriate consideration must be given to this bid for £808k of permanent revenue funds.

Effectively, a decision on this now will prejudice bids for resources in the 2019/20 budget, and if the Cabinet confirms the priority, we will plan accordingly.