

Report to the Cabinet

Date of meeting:	29 January 2019
Cabinet Member:	Councillor Gareth Roberts
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Title of Item:	Performance Report of the Adults, Health and Well-being Department

1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has taken place in the areas within my remit as Cabinet Member for Adults, Health and Well-being. This includes outlining the latest developments against pledges within the Strategic Plan; where we have reached with the performance measures; and the latest in terms of plans for savings and cuts.
- 1.2 I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Departmental Management Team.
- 1.3 I am generally satisfied with the performance of the Adults, Health and Well-being Department in relation to the services for which I am responsible.

2. THE DECISION SOUGHT

2.1 To accept and note the information in the report.

3. THE REASON FOR THE NEED FOR A DECISION

3.1 In order to ensure effective performance management.

4. THE DEPARTMENT'S PRIORITIES

4.1 The Members will be aware that the Council has prioritised improvement plans within the Council's Plan. The Adults, Health and Well-being Department is leading on three projects, namely:-

- Re-designing Care Services
- Community Resilience
- Recruitment within the Care Field

4.2 The Department has prepared action plans for the three priorities, and milestones have been set for the period of the Plan.

4.3 The purpose of the **Redesigning Care Services Project** is to ensure we work in a way that focuses on what is important for people who receive health and care services, by trialling new and innovative ways of working.

4.4 The Cabinet will be aware of the Welsh Government 'A Healthier Wales: Plan for Health and Social Care. This sets a clear direction for developing new care models that concentrates services around the individuals and their families, as close to their homes as possible. It emphasises the need for high quality preventative services, that are easy to use. The report confirms the direction of travel the Adults Department in Gwynedd, as you will be aware, has been working on this for some years.

4.5 The five Area Teams (TAF) have already been established and in order to embed the change, reinforce the vision, and ensure the continuation of the change of culture, engagement sessions were held in early October 2018 with Council staff, the Health Board, and Third Sector in the five Areas. There was excellent attendance across the services. A support programme has now been created to support staff and leaders in the five areas, in order to support them further with the journey of practice and cultural change.

4.6 Work is also taking place to improve people's experience when transferring from hospital back into the community. Our vision for the future is to strengthen our community teams in order to improve our ability to respond and provide support as people transfer from hospital to the community.

4.7 The number of individuals unable to be discharged from hospital on time because of social reasons has fallen over the past three months. As the figures

show, the average number of individuals awaiting domiciliary care between July and September 2018 was 10. This figure fell to five in October 2018. During the three weeks preceding the performance challenge meeting no one had been awaiting domiciliary care in order to be discharged from hospital. The development of the community resource teams (CRT) and the development of domiciliary care plans in the Tywyn and Bethesda areas had contributed to this reduction. The challenge for the service will be to continue to keep statistics low over the busy winter period, especially in light of the precarious situation with Allied and other providers pulling out of care packages in several areas.

- 4.8 It is encouraging to report that the first tenants of the Hafod y Gest Extra Care Housing moved in during the week of 7 January. The Council's internal provision will provide care at Hafod y Gest and the surrounding area, and we have been successful in recruiting carers for the site. It is likely that 203 hours of care will be provided initially, which is a little below the 250 hours anticipated.
- 4.9 The Learning Disabilities Transformation Board is evolving and advancing. Detailed plans are in place and providers report that they appreciate the value of the Board. Good collaboration and joint planning is taking place. The preventative intervention offer is driving the field of Learning Disabilities, and it focuses on developing community services. The Department is currently working on plans to develop Canolfan Gwystl as a community hub, whilst Hwb Arfon is still progressing well.
- 4.10 The Purpose of the **Community Resilience** project is to promote and build on the strengths within our communities and endeavour to co-produce a full range of preventative support. This will make it easier for people to continue to live independently in their communities.
- 4.11 A change of culture is more difficult to achieve and prove. The Department has, however, made arrangements to hold a review this month to see where we have reached and to identify the way in which the Information, Advice and Support (IAS) service needs to be further developed. You will be aware that this Service is a statutory requirement and is a new service within the Department. Under the previous system, officers did not have enough information about what was available in local communities; consequently, it was drawing people into the system rather than promoting their well-being. The purpose of the new service is to provide accurate and timely information for the people of Gwynedd about the resources and contacts available to them locally. The IAS Service is a collection of working arrangements, behaviours and culture that, collectively, gives us the confidence to know that we are always putting the people of Gwynedd first; and, as such, it is congruent with the principles of 'Ffordd Gwynedd'. I look forward to updating you on the evaluation and the work programme stemming from it, which will enable us to be more proactive in our communities.
- 4.12 The Community Connectors Scheme started in September 2017 and has placed individuals sponsored by a third sector agency within three of the TAF. They map services and groups within communities and link individuals requiring assistance with those services. It also identifies gaps in the service and promotes community enterprises.

- 4.13 In the Llŷn area, a local partnership has been set up which focuses on developing well-being services and ensures effective collaboration across several boundaries. The community transportation agency "O Ddrws i Ddrws" has been critical to its development. Likewise, a project funded by the Big Lottery Fund called "Be wnawn ni heddiw" (What shall we do today). The Local Community Connector administrates meetings known as "Cydwethio er Lles Llŷn" (Collaborating for the benefit of Llŷn) and brings stakeholders and community champions together from as different walks of life as the vicar who runs the Food Bank to the community police officer.
- 4.14 The Department is eager to ensure that the Community Connector is part of the Five TAF in future and that he/she bridges all adult services, not simply the older people services. It is, therefore, intended to develop partnerships similar to "Lles Llŷn" across Gwynedd.
- 4.15 The purpose of the pioneering project 'Bridging the Generations' is to prevent loneliness between children, young people and older people by bringing them together for fun and interesting activities. The scheme is being developed with further education students at Coleg Meirion Dwyfor and will be evaluated by Masters Students from the Ageing & Dementia Research Centre, Bangor University. Following two successful six-week series of 'Bridging the Generations' in Bangor and Nefyn, the Well-being Unit has arranged activities between tenants of Sheltered Housing in Barmouth and children at Ysgol y Traeth. The Well-being Unit is also working with the Head of Grŵp Llandrillo Menai Site in Dolgellau on creating links between the students and older people, and it is anticipated that this could help with recruiting more young people to the social care field.
- 4.16 Within the carers field, the North Wales Regional Partnership Board has created a strategy which acknowledges the importance of working in partnership with carers of all ages. The strategy has led to developing and co-producing an 'offer' for carers, which includes the service standards that partners are committing to deliver. Locally, over the coming months, we will consider the strategy and create an action plan to ensure that we commit in full to the standards.
- 4.17 The purpose of the **Workforce and Recruitment within the Care Field** project is to ensure a genuine understanding of the recruitment problem in the care field in Gwynedd.
- 4.18 A great deal is happening within the project with various plans endeavouring to address different aspects in order to better understand the problem. You will be aware of the Domiciliary Care project that has been operational in Bethesda which aims to address the problem within the domiciliary care field.
- 4.19 Work has also been commissioned to improve our understanding and identify main messages in the older people field. A session was held in September to improve members' understanding of the recruitment challenges that exist and ascertain their views and opinion on future opportunities.
- 4.20 In addition, the Area Teams are conducting a joint exercise with our partners to gather information about cases in one specific area. The team will scrutinise

cases in detail in order to better understand the need within one small area. Conclusions can, thereafter, be reached on possible solutions.

5. PERFORMANCE

- 5.1 As I have already noted, I am satisfied with the Department's performance measures, although some work is still needed to ensure that the measures of a developmental nature are complete and correct. I have asked the department to undertake further work to ensure the purpose of these in the future.
- 5.2 Work has taken place to develop Mental Health measures and I am confident that I will be in a position to discuss these in my next report. A matter that must be brought to your attention is the shortage of psychiatrists (s12 Doctors) across north Wales, especially in South Gwynedd and Arfon. There is currently no consistency of care for individuals and this shortfall affects the care available for those living with dementia, for example. The Department reports that it is difficult to support people with mental health conditions in the community without psychiatric support. This matter has been escalated by the Statutory Director to the Health Board and I understand that it is being addressed, although there are no short term solutions to the problem, talks continue.
- 5.3 Nevertheless, there are many positive and exciting developments taking place in the field of Mental Health. There has been some concern about the field for some time, but we are now seeing developments that emphasise early intervention and preventative work. Through the 'Together for Mental Health' Board, barbers, beauty centres, hairdressing salons and so on, have been given basic mental health training in order to encourage open conversations that will remove the stigma associated with mental health. It will also provide an early response to any problem.
- 5.4 The Safeguarding Hub measures indicate a slippage in performance. The **percentage of adult safeguarding referrals completed during the year where the risk has been managed is 85.7%**. During the period, five individuals have refused intervention. The Department continues to offer support to the individuals who refuse intervention and their families. The **percentage of adult safeguarding enquiries completed within the statutory timetable stands at 71%**. The Department reported that the slippage was due to a staff member leaving post. The Department is confident that the safeguarding work has taken place but not within the statutory timetable. A new member has been appointed to the role, which will lead to better performance in future.
- 5.5 The safeguarding unit has scrutinised cases in detail over the past two years and confirms that there is no clear pattern as to the type of abuse. The Department states that there is good collaboration between agencies in response to any allegations.
- 5.6 The way we report on measuring our purpose needs to be reviewed, and this is acknowledged. Current statistics show that **100%** of individuals are able to **achieve what is important to them**. Only a small number of cases have been reported here. A task group has been reviewing and amending the assessment

documents; the new documentation is being trialled at present, and a final version will be operational from this month onward. The new documentation reinforces the strengths of individuals and has simplified the method of reporting on progress on personal outcomes. It will be possible to generate more accurate reports from the new documents, and generate detailed information about any needs that are not being met. This information will help leaders develop and improve support in the TAF and will feed into the population needs assessment for commissioning appropriate services locally.

6. FINANCIAL/SAVINGS SITUATION

- 6.1 Since reporting to Cabinet in September, the value of the remaining savings plans for the 2017/18 year that are moving towards being realised has fallen from £683,240 to £371,740. £222,500 of the savings have already been realised and £89,000 are on track to be delivered on time.
- 6.2 89% of savings and cuts plans for 2018/19 have been realised. The remaining £70,000 are on track to be completed on time.
- 6.3 The October review shows that the Department continues to be under pressure with the service overspending by £150,000. One off funding from Welsh Government has reduced the overspend.
- 6.4 Threats to future contributions by Health (Community Health Council - CHC) in future adds to the challenge. The Health Board is reassessing all its CHC plans and there is a danger that contributions will fall with the cost being transferred to local authorities. Of course, there are risks to enabling people with high needs to live alone within the community. This matter is being given attention on a regional level with efforts made to ensure that the needs of people rather than funding drive decisions. There are several other impending challenges that could make the coming financial year a very challenging one.
- 6.5 The Department intends to analyse expenditure in detail within the field of Provision and compare it with other services. Work is underway to identify and understand reasons for the overspend. I will update members in my next report.

7. NEXT STEPS AND TIMETABLE

- 7.1 None to note.

8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

8.1 Views of the Statutory Officers:

i. Monitoring Officer:

No observations in relation to propriety.

ii. Head of Finance Department:

I confirm the accuracy of the financial figures presented in paragraphs 6.1 – 6.3 of the report; and I agree with the author's words in paragraph 6.4 that we will face many other challenges in 2019/20.

I agree with the proposal in paragraph 6.5 that the expenditure of the Provision Service be analysed, because of the tendency toward increased overspending in recent years.

8.2. Views of the Local Member:

8.2.1 Not a local matter.

8.3. Results of Any Consultation:

8.3.1 None to note.

Appendices:

Appendix 1 Performance Measures