


GWYNEDD COUNCIL CABINET



Date:	21 January 2020
Title of Item:	Performance Report of the Cabinet Member for Adults, Health and Well-being
Purpose:	To accept and note the information in the report
Cabinet Member:	Councillor Dafydd Meurig
Contact Officer:	Morwena Edwards, Corporate Director

Report to a meeting of Gwynedd Council Cabinet

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 will include an explanation of the performance in line with the improvement priorities and measures, and an update on the latest developments in terms of savings schemes and cuts.
- 1.2. I would remind you that these matters have already been subject to discussions and scrutiny at Performance Challenging meetings which also included a Scrutiny Committee representative.
- 1.3. Very good work is done in the department and I would like to thank them for their work. As it would be impossible to refer to all ongoing projects, I have focussed mainly on the key matters of which I believe the Cabinet should be aware.

GWYNEDD COUNCIL CABINET

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. PERFORMANCE AGAINST THE IMPROVEMENT PRIORITIES AND MEASURES OF THE COUNCIL PLAN 2018-23

Learning Disabilities Service

4.1 The purpose of the **Learning Disabilities Service** is to address the physical, emotional, mental and social well-being needs of individuals with learning disabilities. The main measure for the service is 'Did we do what matters?', and its performance so far this year is 78%, with 18% of cases also noting that the service had 'partly' achieved what matters, and 4% of cases where what matters has not been achieved.

4.2 The service has been focussing on the cases where the well-being needs have not been met in order to identify themes. One theme which has been highlighted is the need to continue with the development of a wide range of day and work opportunities. Other obstacles facing the service are the lack of suitable accommodation, a lack of suitable work opportunities, and a lack of appropriate specialist health services.

4.3 In order to address these obstacles, the service has put a number of projects in place. To name just two examples, the new shop, 'Galwch Acw', which provides a community hub and introduces work and training opportunities for adults with learning difficulties, has been opened in Caernarfon; and the Tan y Marian respite care unit, currently under development in Pwllheli, aims to open in February. I was also glad to hear of the work the department has been undertaking to develop pre-prepared, off the shelf plans to benefit from any opportunities which may arise at short notice. Such work to attract external funding has already led to over £800k of capital grants.

4.4 The process of **restructuring learning disability provision services** has been completed, and I look forward to hearing how this will have a positive effect on those using the services.

Mental Health and Safeguarding Service

4.5 The purpose of the **Mental Health Service** is to offer support to individuals who experience mental health difficulties, to provide support to individuals aged over eighteen to live a fulfilled life, and to support recovery. As part of the **Community Resilience** priority, the work of implementing the Mental Health Strategy continues, and much work has been done over the past year to establish and develop ICAN community hubs. The service noted concern regarding the dependence on volunteers at the centres, and therefore, that there were risks posed to the provision's sustainability. This is obviously a matter for concern, and I will therefore provide you with appropriate updates as I have further discussions with the department.

4.6 The Mental Health Service also provides support for carers, but there is a need to develop a method of evidencing this work. I have been assured by the service that

GWYNEDD COUNCIL CABINET

discussions are underway in order to strengthen this over the next year. Again, I will be monitoring the situation.

- 4.7 The purpose of the **Safeguarding Service** is to safeguard individuals who have support needs and who are in danger of or suffer from abuse. Between April and October 2020, 264 safeguarding enquiries were received. All but five of these were dealt with within the statutory timetable of 7 days. While this reflects positively on the service's performance, the value of the measure to the citizen in its current form is unclear to me. Due to this, I have asked the department to consider the need to develop a measure which tells us more about the service we provide.
- 4.8 Of the 264 cases, 158 of these were safeguarding cases, with 12 unmanaged cases. This either means that we are not fully aware of the outcome of the enquiry, or that the outcome has not been recorded. The service noted its confidence that appropriate work is undertaken to safeguard individuals, but that it is not always documented as it should be. This is a cause for concern, but the service explained that the monitoring period in question coincided with a period of time in which it failed to appoint an administrative officer. Work will be done to rectify the situation as the service moves forward following appointing. I will be keeping an eye on this.

Adults Service (Physical and Sensory Disabilities and Older People)

- 4.9 The purpose of the **Adults Service** is to help individuals to achieve what matters to them. The service has two key measures, namely '**have we identified what matters?**' and '**have we achieved what matters?**'. The service identified that it had achieved what mattered in 70% of cases, but it did not report on its performance against the first measure. As both these measures are dependent on one another, I have asked the department to consider to what extent it has identified what matters to begin with, before attempting to achieve it. The service noted that some of its greatest obstacles faced in terms of achieving what matters are a lack of domiciliary care resources, aspects relating to continuous health care and community matters such as transport, transportation, loneliness and social opportunities. I have asked the department to consider the obstacles and what needs to happen in order for them to be addressed.
- 4.10 The **rate of delayed care for social care reasons (per 1000 of population aged 75 or over)** is a statutory Welsh Government measure which monitors how many people are unable to leave hospital on time. The average in Gwynedd over the first seven months of 2019/20 is 2.38, which is slightly lower than the average for Wales over the same period, 2.39. In 2018/19, the rate was 5.23 in Gwynedd in comparison with 4.20 throughout Wales. Although this measure shows improvement for Gwynedd in comparison with last year, I am not convinced that this is the best measure to show what difference the service's work is making to the lives of the county's residents. Therefore, I have asked the service to consider whether there is a better method for evidencing these residents' experiences.
- 4.11 In relation to the **Domiciliary Care Scheme**, there have been some obstacles in submitting the case to the Health Board, and as a result there has been a delay in achieving the department's savings scheme. The service is also concerned that providers are withdrawing their care provision in several areas, which increases the risk of vulnerable individuals being without care in the community, and increased waiting lists. The service is frustrated with regard to the situation and acknowledges

GWYNEDD COUNCIL CABINET

the need to prioritise the realisation of the new model. I will report on this matter again in my next report.

- 4.12 As part of the **Community Resilience** priority, things have moved forward and the five community resource teams have agreed upon the work programme priorities up until April 2021. The teams have collaborated to fill gaps in community services in their areas e.g. Dyffryn Nantlle Community Transport Scheme, Blaenau Ffestiniog meals on wheels service and efforts to make Pwllheli a dementia friendly town. The teams have also collaborated with Antur Waunfawr to create opportunities to include local isolated older people in their activities.
- 4.13 In relation to the **Workforce and Recruitment within the care field**, the greatest challenge faced is strengthening Occupational Therapy support within the Community Resource Teams. However, this is vital if what matters to individuals is to be realised. The department and I are concerned that difficulties have been faced in recruiting to this field, but I welcome the fact that discussions have started between the department and Bangor University to look at creating a postgraduate pathway. I will update you on these discussions in due course. The service has appointed a trainee who will be commencing with the Occupational Therapy degree course in January 2020.
- 4.14 It gives me concern to report that there is uncertainty as to the sustainability of the independent residential and nursing market, and the fact that a number of different fees are charged, often under the label of 'top-ups', is causing increasing confusion and difficulties. The department noted that the matter is being addressed on a regional and local level, as well as internally at the council, in order to establish an understanding of the fees and map them. However, it is unlikely that there will be any changes to the way we commission services by the next financial year, and so at present this increases the financial pressure on the department.
- 4.15 The duties included in the Social Services and Well-being Act 2014 make it a requirement that any person fulfilling a role under the act should attempt to promote the well-being of people who need care and support. This means supporting individuals who would not come under access guidance for traditional Physical Disability, Older People, Learning Disability or Mental Health services. This creates an increased demand for the service and barriers as an agreement is sought on the most appropriate service to support these individuals. The Adults, Health and Well-being Department intends to complete detailed work on this barrier by looking at the structures of the services. I will also be highlighting this work with our council-wide Supporting People Board.

Provider Service

- 4.16 The service is in the process of establishing a new procedure for recording and reporting on the performance of internal residential services. The range and nature of the measures is evolving and developing and so, although the new procedure is not yet fully mature, the aim in the long term is for the information to be of use in giving a comprehensive view and identifying fields which need attention or priority.
- 4.17 The **quarterly filled beds rate in the Council's homes** for this quarter (October to December) is consistent with the figure for July to September this year, at 82%. The figure is lower than the expected rate of around 90% as beds are deliberately kept vacant to facilitate work to upgrade buildings and establish dementia units. There is

GWYNEDD COUNCIL CABINET

also a need to bear in mind that the information is fully complete and up to date across all measures at present. I will, therefore, be able to give more accurate information in my next report.

- 4.18 As part of the priority to **Redesign care services**, the service hopes to welcome residents to the new dementia units early in the next financial year. As part of the **Community Resilience** project, the service has been working with the housing associations in an attempt to identify opportunities to promote and increase independence in future. The department is collaborating with Grŵp Cynefin on the development of the Penygroes Health and Care Hub with the intention of upgrading the residential provision and creating a resource which will be home to a number of services and agencies on one site. I am also happy to report that Adra's planning application to develop extra care flats on the Frondeg site in Pwllheli was approved by the Planning Committee in December. This is a very positive development considering the prediction that the demand for such provision will increase over the next twenty years in this area and across the county.
- 4.19 I am glad to note the positive work which has been done to promote individuals' well-being, including examples such as arranging for an individual at one of the residential homes, on the occasion of his hundredth birthday, to travel once again in a car he owned for 55 years; and holding a dementia sports day between the various homes, which was a resounding success for our residents. I would like to thank the department for this kind of work, which truly places the people of Gwynedd at the centre of our actions.
- 4.20 The Provider Service is a service which has been given attention under the **Workforce and Recruitment within the care field** priority, as constant challenges are faced in attracting staff. Efforts are being made to advertise and attract in different ways, and apprenticeship opportunities are considered constantly.
- 4.21 The service highlighted the fact that a number of our buildings needed upgrading as some of them had dated in appearance. Decoration and furnishing is a continuous challenge and an element which is increasingly given attention during inspections. The department will consider how to respond to this increasing challenge in future.

5. THE SAVINGS SITUATION

Previous Years' Schemes

- 5.1 The department anticipates a risk of failing to deliver the remaining efficiency savings, valued at £64k, on the scheme to *Automate the department's financial processes*, and the department will consider whether or not it is possible to deliver the savings through alternative methods. There is also a risk to the *Improving efficiency of field workers* saving, worth £113k, and a decision has been made to keep staff on to realise the programme's wider savings and to set a firm foundation for the new services.
- 5.2 Substantial risks are also anticipated from realising the savings of £100k on the *Prudent commissioning - Mental Health Service* scheme. There is an intention to review the situation over the coming months, when the department will consider re-profiling or introduce alternative delivery methods once the service provision arrangements between the health board and the council are more robust.

GWYNEDD COUNCIL CABINET



2019/20 Savings Schemes

- 5.3 Four of the 2019/20 savings schemes have either been realised, are on track to be delivered on time, or are moving forward.
- 5.4 The department anticipates some risks from delivering the savings of £510k from the **Integrating and transforming Older People Services** scheme. The department has provided an additional resource in three areas and hopes to make further appointments by using the resource of the Health Board and the Integrated Care Fund to support and strengthen this work.
- 5.5 There are risks associated with delivering the savings of the **Expansion of Alltwen Pilot Scheme principles across the service** scheme, a value of £133,500 in 2019/20 and £400,500 in 2020/21. This is due to an increase in the demand for this type of care and difficulties in recruiting and maintaining staffing levels. The department is working on taking steps to change culture and working methods, which are key to delivering the savings.
- 5.6 Another scheme which has risk associated with delivering savings of £100k is **Working with the third sector to ensure that new providers take over the day care provision** in certain areas. This scheme involves changing the provision method, and the department is discussing ways to ensure appropriate care to meet the intense needs of individuals who attend the centres with the health board, in addition to continuing to discuss options with local communities.
- 5.7 The department also anticipates some risks from delivering the savings of £25k in 2019/20 from the **Review physical disabilities care packages, achieving objectives through an alternative method** scheme.
- 5.8 It is also anticipated that there will be an element of slippage and a need to re-profile the delivery of £101k under the *Operating procedures review within the Adults Department* scheme.

6. NEXT STEPS AND TIMETABLE

None to note.

7. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

7.1 Views of the statutory officers

i. **The Monitoring Officer:**

No observations to add in relation to propriety.

ii. **The Statutory Finance Officer:**

The Cabinet Member for Finance's report on the position of the 2019/20 revenue budget at the end of November 2019 – which is a separate item on this meeting's agenda – notes that the projected overspend on the Adults, Health and Well-being Department budget is a combination of a number of factors, including a failure to deliver a number of savings

GWYNEDD COUNCIL CABINET



schemes. Part 5 of this performance report expands on the risks associated with the relevant savings plans; I am satisfied that Part 5 of the report is a fair reflection of the situation.

7.2 Local Member's Views:

Not a local matter

7.3 Results of Any Consultation:

None to note.