

**Work Programme of Gwynedd's Adults, Health and Well-being Department in response to the Inspection**  
**Report of Gwynedd's Adults Services by Care Inspectorate Wales (CIW) - September 2022**

<b>Theme: People – Voice and Control</b>				
<b>Field to be strengthened</b>	<b>Schemes already afoot or new schemes</b>	<b>Observations / Obstacles</b>	<b>Lead by</b>	<b>Timetable</b>
Quality assurance and performance information systems must be developed further. The local authority should focus on rejuvenating its quality assurance process as we have not obtained assurance that the processes in question are effective. This was noted as a field that needed to be improved in our last review, and following this review, this remains to be the case.	<ul style="list-style-type: none"> <li>The aim is to be able to ensure sufficient capacity to enable us to visit all adults' registered services with the necessary frequency and support them to maintain and improve the quality of services. The priority would involve working in a preventative way before operational and safeguarding problems arise.</li> <li>We would also undertake a review of procedures and working methods so that alternative and more efficient methods could be considered to complete the work.</li> </ul>	Bids have been submitted several times to get an additional resource to strengthen the team, but they have not been successful. We will consider other options to fund this work.	Senior Safeguarding Manager	Continuous
The demand for care is higher than supply, especially in the field of domiciliary care. CIW understands the authority's long-term vision to transform the domiciliary care service, but the current situation of a lack of care cannot continue and it must improve.	<ul style="list-style-type: none"> <li>Domiciliary Care work programme includes a number of key work streams in order to establish and embed the new model.</li> <li>We are in the middle of implementing a transfer scheme after a tendering and care provision process based on block payment arrangements for a specific area. Temporary funding has been secured for schemes to assist us to embed the new model in communities by collaborating with communities and developing a strength-based approach.</li> <li>Short-term Care Plan – Enablement</li> <li>Review the packages of 2 carers to assess the suitability of specialist equipment to reduce demand for staff.</li> <li>Work programme of the Home Share scheme launched in January 2023 with an appointed coordinator.</li> <li>Work programme on community resilience and developing community hubs - an extra hub in each well-being area and an intention to establish a network of individuals to support people on a 1:1 basis in communities.</li> <li>Community Catalysts' Plan - supporting the promotion of small businesses development.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment difficulties are a barrier to fully transfer to the new domiciliary care model but we are making gradual progress.</li> <li>As a number of schemes to reduce pressure on the service (e.g. review the packages of two carers) involves reviewing packages and assessing complex cases, a sufficient resource will be needed to undertake this work (Occupational Therapists and Social Workers) on top of the day-to-day work. Given the increasing pressures on our services, the number of vacant posts and the recruitment difficulties, this will be challenging.</li> </ul>	Senior Managers	Continuous

	<ul style="list-style-type: none"> <li>• Direct Payments work programme - initial recommendations will be ready to submit at the end of February and a project brief has been drawn up. More information is available in this document.</li> <li>• Recruitment campaigns and apprenticeships opportunities.</li> <li>• Review staff terms and shift patterns</li> <li>• Discussions on a political and managerial level regionally and nationally to try to get a national response and support to some of these difficulties.</li> <li>• Digital transformation project - work taking place to support our residents through the process of digital transformation by 2025 and ensure that telecare and technology is used to its full potential in order to reduce dependency on domiciliary care services.</li> </ul>			
<p>We expect the local authority to continue to monitor and review its workforce plan in order to carry out its statutory duty to ensure a sufficient workforce that has suitable qualifications.</p>	<ul style="list-style-type: none"> <li>• A bid has been made for a permanent scheme to fund a development plan for care staff, social workers and occupational therapists.</li> <li>• A bid has been made via the corporate trainee plan for a MA social work trainee.</li> <li>• Continue with staff recruitment campaigns and monitored through the recruitment group.</li> <li>• Annual schemes exist to support qualifications</li> <li>• Establish a Social Services Professional Salaries Task and Finish Group</li> </ul>	<ul style="list-style-type: none"> <li>• The bid for a permanent scheme to fund a development plan for care staff was refused. We are examining whether it is possible to look at grants to fund this on a temporary basis.</li> <li>• The bid for a trainee was refused as it did not correspond with the Council's current corporate trainee scheme model and it did not include a sufficient range of experiences and developmental elements.</li> <li>• Time and staff shortages affect some individuals achieving or committing to study for qualifications. Difficult to get mentors within the services to support new workers and workers who complete a mandatory scheme.</li> </ul>	Workforce Development Department	Rolling programme
<p>Fields where recruitment is challenging include occupational therapists and a number of specialist social workers' roles such as Approved Mental Health Professionals (AMHPs), where the local authority has a duty to provide them.</p>	<ul style="list-style-type: none"> <li>• We have a specific scheme funded with one-off finance to develop staff and train them to become occupational therapists.</li> <li>• Four Occupational Therapy trainees have already been appointed with the first completing her university course in December 2023.</li> <li>• Since the inspection, we have appointed another trainee who has just commenced the degree course in January 2023.</li> <li>• A bid has been submitted to try to make this a permanent programme.</li> <li>• A Social Services Professional Salaries Task and Finish Group has been established.</li> <li>• Review the job description of Social Work Practitioners to increase capacity by supporting the work of Occupational Therapists.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges in terms of recruiting and retaining Occupational Therapists as a result of job competition within the Health Board and other Local Authorities.</li> <li>• A challenge identified nationally regarding the number of places on Occupational Therapist courses due to a lack of consideration to the number needed to work in the social care field. There is an intention to establish a group on a regional level to consider this specifically and we will part of that conversation.</li> </ul>	Occupational Therapy Leader	Rolling programme

	<ul style="list-style-type: none"> <li>The department is short of 5 AMHPs in the Mental Health Service.</li> <li>We will also undertake a review of the number of AMHPs needed across the department including the Older People and Physical Disability Services and the Learning Disability Service.</li> </ul>	<ul style="list-style-type: none"> <li>A bid had been prepared to respond to the issue of evaluating the posts of employees who can meet these duties to make recruitment easier. This bid has been refused so we will need to consider other options to fund this work.</li> </ul>	Senior Mental Health Manager	Programme over the next 18 months
The local authority needs to give priority to improve the way it promotes direct payments in order to ensure that these are readily available to people.	<ul style="list-style-type: none"> <li>A high-level internal review was undertaken on direct payment arrangements, including how to promote them more effectively.</li> <li>Project established and brief has been agreed. Able to offer a real choice to individuals in relation to organising their support, making the arrangements easy and accessible.</li> <li>Consider options in terms of maintaining the individual support service that uses direct payments, which is currently being commissioned externally. One option to consider is to internalise the service.</li> <li>Refresher training for staff.</li> <li>Develop an information pack for the public.</li> </ul>	<ul style="list-style-type: none"> <li>It is expected to be in a position to introduce options deriving from the review by April 2023, in the hope of implementation by the end of the calendar year to be able to offer and promote a direct payments service with confidence.</li> </ul>	Senior Business Manager	December 2023
The local authority must strengthen its offer in terms of carrying out formal assessments for unpaid carers to ensure that the rights and voice of every carer is promoted fully. The Council must ensure that carers are informed as a matter of procedure of their rights to be assessed and that this is understood, promoted and recorded by all staff.	<ul style="list-style-type: none"> <li>A Carers Action Group has already been established for the service.</li> <li>Information booklet for carers already published.</li> <li>Carers' data group already established. Need to establish specific measures for Carers. Prioritise the consistency of recording and reviewing documents.</li> <li>Carers' rights training programme arranged for the 2023-24 financial year.</li> <li>Review Carers' work programme</li> <li>Re-visit the priorities of the work programme of the Carers' support officer.</li> <li>Review the Department's Carers' Policy and draw up a staff guide.</li> <li>Review and update information about carers on the Council's website.</li> </ul>	<p>It is believed that the offer of having an assessment is provided but it is recognised that there is no consistency in terms of recording this. Further guidance is provided to the teams to strengthen arrangements with confidence building training and opportunities offered where required.</p> <p>A specific post supporting improvements in the field of unpaid carers funded from a temporary budget.</p> <p>The officer leading the work is on long-term sickness absence, which affects the ability to implement the work programme in a timely manner.</p>	Well-being Leader under the leadership of the Gwynedd Carers Group	Rolling programme  Review work programme, priorities and policy /guidelines by April 2023
Although there is evidence of regular staff supervision sessions, it appears that discussions reflect the challenges of providing direct support services for people, instead of focusing on outcomes to deliver. The local authority should re-examine the staff supervision policy.	<ul style="list-style-type: none"> <li>The supervision policy was reviewed following a Quality Assurance Inspection Report by Care Inspectorate Wales in January 2021.</li> <li>A further review of the Policy was undertaken in December 2022. No need to change the policy, but recognition that the practice needs to be strengthened in relation to reflective supervision and recording. It is intended to achieve this by:</li> <li>Reminding Area Leaders, Lead Practitioners and staff of the importance to include the minutes of supervision sessions in case files by means of leaders' meetings, team meetings and 1:1</li> </ul>		Senior Managers and team leaders with support from the Workforce Development service.	Rolling programme. Training during the 2023-24 year

	<p>supervision. The arrangements to be monitored through file audit arrangements.</p> <ul style="list-style-type: none"> <li>• Training sessions on undertaking reflective supervision to be arranged by the Workforce Development Department.</li> </ul>			
<b>Theme: Prevent</b>				
<p>Pressures in the local authority has meant that it has not been able to formally review every person's care and support plan within the required statutory timetables. The local authority must ensure that reviews are undertaken in a timely manner to monitor changes and to mitigate this risk. By not doing so, there is a risk that people's changing needs are not monitored, leading to an inappropriate provision of care and support.</p>	<ul style="list-style-type: none"> <li>• Re-start the work of trialling to manage staff workload and re-design the process of undertaking reviews.</li> <li>• Remind staff of the need to note the date of the next review when undertaking a review (team meetings, supervision sessions and adapt review document). Monitor through file audit.</li> <li>• Ensure that reviews are recorded on the review template. Monitor through file audit.</li> <li>• Reviews taking place as part of the work to transfer domiciliary care providers.</li> <li>• Establish a data work programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of staff capacity making it difficult to undertake reviews as a result of increased demand on the service.</li> <li>• Successful bid for temporary funding to provide additional capacity to support the work for 2022-23.</li> <li>• Partly recruited to roles of additional social workers to assist with reviews. However, the funding ends at the end of the financial year and there are no additional resources to support.</li> </ul>	Senior Managers	Rolling programme.
<p>The use of temporary arrangements e.g. placing an individual in a care home when they wish to receive domiciliary care raises important questions about people's rights, their choice, and to support people in the least limiting way.</p>	<p><i>See Domiciliary Care Work Programme above</i></p>			
<b>Theme: Well-being</b>				
<p>There is a need to ensure that there is an agreed understanding of how needs are met, and how personal outcomes are achieved. The local authority should ensure that the results of safeguarding issues are shared with the person themselves, in a regular way, and that this is clearly recorded, even if the threshold for further safeguarding actions has not been satisfied.</p>	<ul style="list-style-type: none"> <li>• Result action method workshop held in October 2023 to agree on a work programme</li> <li>• Collaborative conversation training for leaders, managers and appropriate social work teams</li> <li>• Sessions to raise awareness of the importance of advocacy have been held by CADMHAS (Mental Health Advocacy Service) Senior Officer for every Social Worker and Occupational Therapist within the department. They will monitor the demand for advocacy and report if there has been an increase in demand for the service.</li> </ul>		Adults Senior Managers	Training January - July 2023
<p>There is a need to reinforce the arrangements and ensure consistency</p>	<ul style="list-style-type: none"> <li>• Mental capacity assessment training programme in place as part of introducing a new Deprivation of Liberty Safeguards procedure later this year.</li> </ul>		Senior managers, Team Leaders and Workforce	Rolling programme

<p>in terms of the practice of undertaking mental capacity assessments.</p>	<ul style="list-style-type: none"> <li>• Sessions to raise awareness about the role of IMCA (Independent Mental Capacity Advocate) held between October and December 2022.</li> <li>• Monitor through supervision arrangements and file audit.</li> </ul>		<p>Development service</p>	
<p><b>Theme: Partnerships</b></p>				
<p>There is a need for the Council and the Health Board to collaborate better on a strategic level to provide a more integrated and sustainable method of promoting people's independence and well-being</p>	<p>An effort is already being made to improve collaboration by:</p> <ul style="list-style-type: none"> <li>• Developing a relationship with the Health Board on Corporate Director level.</li> <li>• Meetings of the Steering Group that meets regularly.</li> </ul>		<p>Corporate Director</p>	<p>Rolling programme</p>
<p>The local authority must consider its communication strategy, because people could benefit from obtaining further assurance about their care and support. Clear and strong communication also important with the workforce especially in a period where services are under pressure.</p>	<p>Arrangements for communicating with staff already exist through:</p> <ul style="list-style-type: none"> <li>• Regular staff newsletter.</li> <li>• Information bulletins.</li> <li>• Management Team meetings</li> <li>• Leaders' Team meetings</li> <li>• Team Meetings</li> <li>• 1:1 Supervision</li> <li>• Meetings/workshops with the workforce to discuss specific schemes.</li> </ul> <p>Arrangements for communicating with the public regarding the domiciliary care scheme that is already in place:</p> <ul style="list-style-type: none"> <li>• Information on the Council website</li> <li>• Newsletter</li> <li>• Letters</li> <li>• 1:1 discussions with the care coordinator.</li> <li>• Specific phonenumber for enquiries.</li> </ul> <p>Our communication and engagement resource is currently being reviewed. It is expected to develop the resource in order to communicate in a timely manner and develop the communication strategy. An application for a professional trainee in Communications and Public Relations has been approved by the Corporate Support Department, and we are seeking funding to ensure this opportunity.</p>	<ul style="list-style-type: none"> <li>• The observation is made in the context of domiciliary care changes. We acknowledge that there is always room for improvement, but we have also offered additional evidence to CIW regarding the substantial effort made to engage and communicate about the domiciliary care project over a number of years.</li> <li>• The officer who led the communication and engagement for the work of the domiciliary care scheme has left their post. No budget to appoint a specific communication officer for the scheme but it will be possible to use some of the departmental resource to support this work.</li> <li>• No guarantee to date that funding will be available to be able to appoint and develop the professional trainee.</li> </ul>	<p>Senior Business Manager</p>	<p>June 2023</p>