



# Complete Agenda

**Democratic Services**  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

## Meeting

### **CARE SCRUTINY COMMITTEE**

## Date and Time

**10.30 am, THURSDAY, 6TH JUNE, 2019**

## Location

**Siambr Hywel Dda - Swyddfeydd y Cyngor, Caernarfon**

### **\* NOTE**

**This meeting will be webcast**

[https://gwynedd.public-i.tv/core/l/en\\_GB/portal/home](https://gwynedd.public-i.tv/core/l/en_GB/portal/home)

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(DISTRIBUTED 29/05/19)

## **CARE SCRUTINY COMMITTEE**

### **MEMBERSHIP (18)**

#### **Plaid Cymru (10)**

##### **Councillors**

Gareth Jones  
Alan Jones Evans  
Olaf Cai Larsen  
Linda Ann Jones  
Vacant Seat - Plaid Cymru

Menna Baines  
Dafydd Owen  
Annwen Daniels  
Peter Read

#### **Independent (5)**

##### **Councillors**

Eryl Jones-Williams  
Beth Lawton  
Angela Russell

Richard Medwyn Hughes  
Dewi Wyn Roberts

#### **Llais Gwynedd (1)**

Councillor  
Anwen J. Davies

#### **Gwynedd United Independents (1)**

Councillor  
Vacant Seat - Gwynedd United Independents

#### **Individual Member (1)**

Councillor  
Vacant Seat - Individual Member

#### **Ex-officio Members**

Chair and Vice-Chair of the Council

#### **Other Invited Members**

Dafydd Meurig, Cabinet Member Adults, Health & Well-being

# **A G E N D A**

## **1. ELECTION OF CHAIR**

To elect a Chairman for this Committee for 2019-20.

## **2. ELECTION OF VICE-CHAIR**

To elect a Vice-chairman for this committee for the year 2019-20.

## **3. APOLOGIES**

To receive any apologies for absence.

## **4. DECLARATION OF PERSONAL INTEREST**

To receive any declarations of personal interest.

## **5. URGENT BUSINESS**

To note any items that are a matter of urgency in the view of the Chairman for consideration.

## **6. MINUTES**

4 - 8

The Chairman shall propose that the minutes of the meetings of this committee held on the 28<sup>TH</sup> March 2019 be signed as a true record. (attached)

## **7. RECRUITMENT DIFFICULTIES**

9 - 14

**Cabinet Member: Councillor Dafydd Meurig**

To receive a report on the above.

\*10.35 – 11.35  
(approximation)

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## CARE SCRUTINY COMMITTEE 28/03/2019

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**PRESENT:** Councillor Eryl Jones-Williams (Chair)  
Councillor Dewi Wyn Roberts (Vice-chair)

Councillors: Menna Baines, Elin Walker Jones, Olaf Cai Larsen, Alan Jones Evans, Dafydd Owen, Annwen Daniels, Beth Lawton, Angela Russell, Anwen J Davies

**Officers:** Gareth James (Members' Manager - Support and Scrutiny), Rhonwen Jones (Member Support Officer).

### ALSO IN ATTENDANCE:

In relation to item 5 on the agenda: Councillor Craig ab Iago (Cabinet Member for Housing, Leisure and Culture), Aled Davies (Head of Adults, Health and Well-being Department), Arwel Wyn Owen (Senior Housing and Well-being Manager), Rhys Alun Williams (Housing Strategic Officer).

1. **APOLOGIES:** Councillor Peter Read.  
Condolences were extended to Councillor Linda Ann Jones following her bereavement. It was understood that Councillor Rheinallt Puw had resigned from the Care Scrutiny Committee; it was a matter for the Plaid Cymru group to appoint a member to replace him.

2. **DECLARATION OF PERSONAL INTEREST**

Councillor Cai Larsen (Board of Cartrefi Cymunedol Gwynedd).

3. **URGENT ITEMS**

No urgent items were received.

4. **MINUTES**

The Chair signed the minutes of the previous meeting of this committee held on 31 January, 2019 as a true record.

5. **Draft Housing Strategy:**

**Background:**

The Senior Housing and Well-being Manager, Cabinet Member for Housing, Leisure and Culture and Housing Strategic Officer gave an update on the report, requesting members to consider the content of the strategy further, before the document was submitted before the Full Council for formal adoption.

The context was that the Housing (Wales) Act 2014 made it mandatory for every local authority to draw up a Housing Strategy for their area every five years. The Housing Strategy was an opportunity to identify the factors that influenced the demand for housing and to outline the Council's priorities and how it would seek to achieve the strategic objectives as a local authority.

The Strategy's intention was to set the framework to ensure that the Council focussed on the correct priorities to provide homes for the people of Gwynedd and make the best use of scarce resources to improve the provision across the County. This meant that the Housing Strategy offered a golden opportunity to make a difference over the coming years; in order to take full advantage, the Strategy would need to be a live document and respond to the various opportunities arising. The consensus was to collaborate closely with the Housing Associations and other Partners to monitor progress and modify the priorities.

There had been an opportunity to discuss some of the priorities and development plans of the Housing Strategy with members of the Informal Care Scrutiny Committee on 31 January 2019; those comments had been considered when developing the content of the strategy and elements had been modified.

The Chair asked the officers to explain the headings within the strategy and gave members an opportunity to make their observations.

**The following main points were highlighted during the discussion:-**

- Considering the cuts within the Council, would this cause difficulties to the Housing Strategy?
- On what grounds did Housing Associations sell property at auctions, what was the difficulty in refurbishing these houses so that they reached an acceptable living standard?
- Empty houses - the planning department objected plans on empty properties, in line with what recommendations did they base the decisions of the system?
- Tax payable on empty houses in Gwynedd, questioned this time-frame and whether it was realistic?
- The pattern of the location of empty houses in Gwynedd - problematic areas needed to be defined
- The challenge facing the youth of today such as employment - young people needed a trade (joiner, electrician, builder, plumber). Third Sector - Bangor Homelessness Hub?
- Waiting list - how many applications were on the list, what was the turnover of the applications?
- Understanding of affordable housing.
- Local authority building plan?

The Head of Adults, Health and Well-being, Housing Officers and Cabinet Member elaborated on the above points in turn, emphasising that this was the Council's Strategy, with contributions from the Housing Associations who shared our vision for the future.

**Sub-standard property - Housing Associations:**

Unfortunately, with a section of Housing Associations' properties, stock needed to be sold if it cost more to refurbish it than it would to build from scratch.

Another reason was that the family size pattern had changed, which prevented Associations from offering the property on the grounds of state rules. Therefore, it was better to sell them so that the money was invested in building houses that are genuinely needed and which comply with the needs of our vision.

**Empty Housing Scheme in Gwynedd**

Gwynedd had the highest number of empty houses in Wales, with the majority located within rural areas and a lower proportion in urban areas.

Reducing the number of empty houses in the private sector was key in order to contribute to identify affordable housing for local people.

A property that was empty for a long period of time was a wasted resource.

Four-hundred houses were out of the system in Gwynedd due to their inhabitable, dilapidated condition.

By working in partnership with private landlords, we would continue to give grant assistance to improve the standards of empty properties; subject to offering the property at a local housing rent allowance level or less, and allocate to local people; as a result, the property could be refurbished and returned back to use with assurance of an affordable rent for a five-year period.

Another scheme offered interest-free loans to motivate landlords to improve and upgrade the standards of their property. Landlords who received assistance would have to commit to offering property of high standard and to let property at an affordable rent for a specific period.

Grant assistance was also offered to first-time buyers to renovate empty houses to a living standard.

In terms of **the payable taxes** a discussion would be needed with the Finance Section, along with a response. At present, a period of one year was permitted in order to make the property habitable. It was questioned whether a period of one year was sufficient in order to renovate houses? It was suggested that six months should be added to the window for first-time buyers.

In terms of **planning** permission on the empty houses, the difficulties arising from the Planning Department and Snowdonia National Park were challenging. The departments themselves were the only ones with the ability to respond.

It was expressed that the waiting lists were based on the assessment of need, in accordance with the Well-being of Future Generations Act.

In response to the point raised, from the 2,000 on the waiting list, with a turnover of new applications every year within the register, it was possible that the numbers that were genuinely in need of housing could be higher.

It was noted that the increase in the list for a property was a reflection of the possibility of factors relating to tax credits in general, along with private landlords leaving the market, which placed a strain, and increased further those who genuinely needed a house.

The Housing Strategy sought to identify the need to do something about the problem. It was noted that the department would be working in the hope of improving the situation and being more ambitious, and investing more to resolve the problem.

The Head of Adults, Health and Well-being gave assurance that they would aim to meet the need for housing for the people of Gwynedd.

#### **Affordable Housing:**

It was emphasised that discussions with the associations regarding the Strategy document on affordable housing had taken place and that we were of the same opinion regarding the vision on how to move forward, bearing in mind that this document was our strategy as a Council.

In a number of communities it was very difficult, if not impossible, to find suitable property under £140,000. In some communities seven times the average income was required to buy property.

**Challenge - Lack of Tradespeople:**

A challenge facing us in addressing the annual shortfall was the lack of tradespeople to build houses. This lack of tradespeople had meant substantial delay and an increase in costs in some schemes over the last few years.

The challenge was exacerbated by the fact that it was not possible to train young tradespeople within the Council. The officers agreed that Gwynedd was aware of the deficit and that it was an item to consider at the Education and Economy Scrutiny Committee in the main. There was a need to consider how to encourage these providers to offer apprenticeships. It had to be borne in mind that the main point of the meeting was the Housing Strategy and how to facilitate and meet the genuine need of the people in Gwynedd to have homes that met the specific requirements.

The Senior Housing Manager added that there were opportunities for the workforce in Holyhead at present, which offered training for young people on creating modular houses, namely a pilot scheme by Cartrefi Conwy. The Council had to monitor this to see whether it would be successful, it would then be possible to develop in other areas to respond to the challenge of training young tradespeople.

The Cabinet Member was asked whether it would be possible to consider establishing a company to build houses for young people in the areas of Gwynedd. In response, it was noted that in order for this to be achieved, members would need to support the direction of the Strategy submitted to the committee as it would offer an opportunity to open the door to the creation of an additional option, and the best way of achieving the needs of the Housing Unit.

The Cabinet Member said, in general, that the comments supported the strategy that would be taken forward to the Council in July. It was noted that the strategy would not return to scrutiny, however, the comments of the members would be considered. Members were asked to send any other observations on the strategy to the Members' Manager - Support and Scrutiny.

**Hub Services:**

Some ideas were noted along with the need for services that combined the work of the Health Board and Care, including an element of Housing. The matters and comments came from housing partners, with the Health Board mainly promoting. These services were better if they were located within the community. The department felt that it would better placed in the centre of the City of Bangor, ideas which reflected the needs of the people within the communities in Bangor and the provision available to them. It was early days and this, along with the benefits within the strategy, would need to be considered during the coming year. A challenging plan from a financial perspective, but from packaging it correctly, it should be a plan that scored highly with support from various sources.

**Hafod y Gest Figures:**

It was noted that the Hafod y Gest figures were yet to be received. The comprehensive figures could be seen once the units had completed them. An analysis would be submitted once an update would be available.

**Matters raised:**

The Chair, on behalf of the committee, asked to acknowledge their gratitude to Councillor Gareth Roberts following his retirement as the Cabinet Member for Adults, Care and Health. The Members' Manager - Support and Scrutiny agreed to send a note of thanks to him.

The Members' Manager - Support and Scrutiny expressed his gratitude to Councillor Eryl Jones-Williams for his work as the Chair of the Care Scrutiny Committee over the past two years.

**RESOLVED:**

- Gratitude was expressed for the draft Housing Strategy and the Housing Department was asked to address the observations of Members in taking the draft Strategy forward to the Cabinet or Council.
- The Members' Manager – Support and Scrutiny was asked to take forward the discussion regarding council tax to the Finance Department.
- To consider conducting a Scrutiny Investigation in the field of Empty Houses.

The meeting commenced at 10.15am and concluded at 12.00pm.

**CHAIR**



Meeting	Care Scrutiny Committee
Date	6 June 2019
Title	The Workforce and Recruitment within the Care Field
Author	Rhion Glyn, Senior Business Manager
Member	Dafydd Meurig, Cabinet Member Adults, Health and Well being

## 1. Purpose of report

- 1.1 This report is submitted to the Care Scrutiny Committee for information and to raise awareness of work that is underway.
- 1.2 This report also presents a work programme and sets a timetable for that which it is believed needs to be done across the field.
- 1.3 The report focuses on the workforce which is employed in the care field and does not address the contribution of individuals who provide unpaid care for a member of the family, a friend or neighbour (carers). After the Cabinet adopted the North Wales Carers Strategy this February, we are using the self assessment tool of the Regional Partnership Board to measure our progress against that strategy and report on that to the performance monitoring meetings.

## 2. Introduction

- 2.1 Retaining experienced staff and successfully recruiting new staff to the field is key if we are to succeed in transforming Health and Care Services for the future.
- 2.2 With resources becoming more scarce, the demand increasing and the needs of our residents becoming more intense, it is more important than ever to consider whether we are doing everything within our ability to respond. Therefore, as well as addressing the challenges which address us today we need to plan for those challenges which are on the horizon.
- 2.3 The Council Plan 2018 – 2023 has designated the Workforce and Recruitment within the Care Field’ as one of the main strategic priorities of the Council for the coming years.
- 2.4 The Care Scrutiny Committee will be very familiar with the challenges facing some fields, in particular the Domiciliary Care field. Workshops have been held with members over the past year, as well as reports submitted to the Committee providing an update on the transformation work which is underway and what makes it difficult to recruit and retain staff in the field.

- 2.5 We emphasise the importance of ensuring that the work programme is seen as a programme to which we can add, provide further detail, and adapt, as we come to have a better understanding of what needs to be done.
- 2.6 Attention should be drawn to the fact that the purpose of some of the work streams will be to improve our understanding of what is already happening, in order to consider if there is anything we can do additionally or differently.
- 2.7 When considering the scope of the work programme it is obvious that there aren't necessarily simple and easy answers to the challenge we face. The complexity of what needs to be done needs to be realised and the fact that the work programme will be one that will be developed over time. This will receive consideration when reporting on progress through the performance management arrangements highlighted below.

### 3. Work Programme

- 3.1 See the work programme in Appendix 1.

### 4. Next steps

- 4.1 Following the receipt of comments by the Care Scrutiny Committee on the work programme, it is intended for it to be submitted to the next Performance Management Meeting and to offer updates to that meeting from then on.
- 4.2 In addition to reporting on a regular basis to the Performance Management Meeting where Scrutiny Members also attend, we will monitor the progress of the work programme through the performance reports of the Cabinet Member which are regularly submitted to Cabinet.
- 4.3 We will use these forum to report on the success of the work but also to highlight any barriers which prevent us from achieving.
- 4.4 During the coming months we will progress with what has been detailed in the work programme.

Work Stream	Update	Steps to be taken
Mapping Work	A Group has been established and has started on the work of mapping what is already happening in order to identify any gaps which exist. The group includes key officers from the Workforce Development Unit, Human Resources and our Internal Provider and it is anticipated that we will include others over the coming months.	<ul style="list-style-type: none"> <li>It is anticipated that we will have completed the work by October and that we will be in a situation to add to and enrich the work following that time.</li> </ul>
Pay and Working Conditions	<p>On the basis of Ffordd Gwynedd principles, the Domiciliary Care transformation work has identified waste in the current working conditions. We are of the opinion that there is a real opportunity to improve the pay levels of the independent sector's front line workers, aiming to harmonise them with the pay levels of the internal workforce.</p> <p>This work also leads us to the need to have a mature working relationship and more appropriate contracts with independent providers. The way in which we commission Domiciliary Care in future will change. Rather than commissioning on an individual basis and paying the provider for each hour which is provided, we will be commissioning on the basis of outcomes for individuals and will be contracting with providers on the basis of geographical areas over a specific period of time.</p> <p>The new way of working and the commissioning arrangements for the future will provide more flexibility for the provider. It is anticipated that this will lead to domiciliary care workers no longer needing to work unsustainable patterns of work as is currently happening.</p> <p>An inconsistency between pay and conditions of service exists in other areas such as Supported Living and Residential/Nursing Homes. The independent Residential/Nursing sector regularly reports on how difficult it is to recruit new staff and to retain experienced staff in the face of the conditions of service offered by the Health Board and Council.</p> <p>In acknowledgement of the fact that the inconsistency which exists across the care field between the internal sector and independent sector needs to be prioritised, we should also ask the basic question if the pay levels of even our internal workforce reflects what they should be, considering the expectations and what is now required of them in their posts. With this in mind, we will ask for an assessment of the</p>	<ul style="list-style-type: none"> <li>From April 2021 we will have harmonised the salary levels of home care workers across the sector.</li> <li>From April 2021 forward we expect to see that independent providers across Gwynedd will have the ability to award long term contracts to staff, also committing to specific contracted hours. We will therefore not be expecting to see 'Zero hour' contracts given to staff in Gwynedd.</li> <li>From April 2021 forward we will expect to see the work patterns of domiciliary care workers significantly improving and change to be working specific shifts during the day.</li> <li>Specifically in the Residential and Nursing field, work is underway to attempt to establish an understanding of what is the true cost of providing the care. This is also receiving attention and priority on a regional level. We anticipate that this work programme will become clearer over the coming months.</li> </ul>

	responsibilities of the front line staff of our internal workforce. The outcome of any such assessment will not necessarily lead to an increase in levels of pay.	
Workforce Planning	<p><b>Specialist Skills</b> – We are continuously attempting to identify gaps which exist regarding specialist skills, and one obvious way of doing that is to analyse patterns which become apparent when attempting to recruit. One specific example of this is the role of the Occupational Therapist. In response to this, good examples exist of working with Colleges such as Glyndwr University, which has led on the development of a part time Occupational Therapist course. However, in addition to creating opportunities to train and develop the current workforce, we are of the opinion that we should also place the focus on nurturing our own talent through schemes such as professional trainees, apprenticeships and work experiences.</p> <p>Another example of robust joint working arrangements which exist for the local development of talent is the placement which is offered in Gwynedd to the Social Work MA course students where the Council recruits on average 80% of the students placed with the authority each year. In addition to this there is an arrangement in place to support a professional Social Work trainee annually.</p> <p>Regarding the apprenticeship scheme in particular, we will continue to influence the programme, ensuring that the care field is prioritised. We will influence specifically through the Regional Skills Partnership in order to develop the programme to include more opportunities on higher levels such as Social Worker roles and Occupational Therapists.</p> <p><b>Workforce of the future</b> – A substantial amount of good work has taken place over the previous years which is connected to trialling different roles for the future, specifically placing the focus on roles which deliver a combination of ‘Health’ and ‘Care’ tasks. However, on reflection, it is likely that what has been trialled to date has been drawn up on the basis that we think that we know what is needed, rather than us having drawn up a role which responds to the demand on our services. As well as planning for the future, obvious drivers and opportunities arise which demand a response. An example of this is the attempts of the Regional Skills Partnership to ensure funding through the North Wales Growth Deal to up skill care workers in Residential/Nursing Homes to nurture clinical skills in order to respond to the lack of Nurses which exists.</p>	<ul style="list-style-type: none"> <li>• We will submit an application for temporary funding to establish a specific fund to ensure that we have the resources we need to nurture local talent during the continuing period of financial pressure. As part of this we will also submit an application for an Occupational Therapy Professional Trainee.</li> <li>• During September 2019 x5 level 2 Care apprentices and x1 level 5 (manager) apprentice will start.</li> <li>• A specific and specialist piece of work has been recently commissioned to understand what the current demand is on our services, and what therefore is the type of role required for the future. It is anticipated that this work will begin during July / August 2019.</li> <li>• Having trialled the scheme in some specific areas, we are in a position to establish the role in each of the five areas up to March 2021. During the coming year we will assess the success of the scheme therefore considering the development of the role for the long term.</li> </ul>

	<p>We should draw specific attention to the role of Community Coordinator. The government grant funding has enabled us to place members of the 3rd sector in our Community Resource Teams. The role involves working with communities and organisations locally in order to identify what is available to individuals, and also to promote community activity to respond to some of the gaps which exist. Other roles which promote well being are also being trialled in Gwynedd and beyond and we will need to keep an eye on these developments.</p> <p><b>Data</b> - Work is underway across the authority to identify key posts, record barriers and opportunities for the future. Although we have an overview of staffing information which enables us to make decisions, we believe that we have room for improvement regarding data analysis and drawing this together with commissioning information which would support us to make decisions for the future.</p>	
<p>Status, image and profile</p> <p>Page 13</p>	<p>We anticipate that the Domiciliary Care transformation work will undoubtedly lead to an improvement in the status and image of the post of domiciliary care worker for the future. The change means placing trust in front line staff, domiciliary carers becoming part of a wider team of Health and Care workers, therefore highlighting the career pathways which are possible in the field. We anticipate that lessons to be learnt will become apparent from this work and can be used for other areas.</p> <p>For the first time there is a legal requirement for frontline staff in the care field across Wales to register with Social Care Wales. Despite the related challenges, such as staff realising that there are more expectations on them without any resulting financial acknowledgement, the main aim of the legal requirement is to contribute towards the raising of the status of posts in the field in the longer term. In order to facilitate and support the change the Council is financing the cost of registration to Council staff, as well as employing a Registration Support Worker over a period of two years.</p>	<ul style="list-style-type: none"> <li>• From April 2021 onwards it is anticipated that we will see the positive effect of this change on the status and profile of the post. Having said this we are already promoting the new way of working.</li> <li>• Domiciliary Care workers are required to be registered by March 2020. Residential Workers are required to be registered by March 2022</li> </ul>
Communication and Marketing	<p>‘Communication and Marketing of course permeates through all work streams and are completely key to the success of our efforts to recruit and retain our experienced staff for the future.</p> <p>We know that much effort and activity has taken place over the past few years but it is believed that it would be advantageous to have an improved overview of what is happening from now on. It is believed that drawing information together will provide</p>	<ul style="list-style-type: none"> <li>• We will collate communication and marketing information and set it out on the basis of a timetable. Having done this we will then consider what the gaps are and the next steps.</li> <li>• Over the next 6 months we will consider the suitability of the materials we have for marketing</li> </ul>

	<p>an improved opportunity to target and will ensure that we make the best use of time and resources.</p> <p>Although ,many marketing materials are being developed on a local and national level, it is believed that having a stronger hold on that which is happening would help us to decide where we can improve our efforts for the future. It is noted that a new regional post 'Career in Care Coordinator' will be located in Gwynedd and will begin shortly.</p>	<p>and communication, developing our own materials as needed.</p> <ul style="list-style-type: none"> <li>• We will consider the temporary resource that we will need for undertaking the initial work required regarding establishing arrangements and collating materials</li> </ul>
<p><b>We will monitor the progress of the work programme above by reporting regularly to the Performance Monitoring Meeting, also in the Cabinet Member's report which is regularly submitted to Cabinet. These forums will be used to report on the success of the work but also to highlight any barriers which prevent us from achieving.</b></p>		