

# GWYNEDD COUNCIL CABINET

## Report to the Cabinet

<b>Date of meeting:</b>	16 January, 2018
<b>Cabinet Member:</b>	Councillor Gareth Roberts
<b>Contact Officer:</b>	Morwena Edwards, Corporate Director
<b>Contact Telephone Number:</b>	01286 679 468
<b>Title of Item:</b>	Performance Report of Adults, Health and Well-being

### 1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has happened 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 On the whole, I am comfortable with the performance of the Adults, Health and Well-being Department in relation to the services under my responsibilities.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.llyw.cymru](mailto:cabinet@gwynedd.llyw.cymru)



## 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 REASONING AND JUSTIFICATION FOR RECOMMENDING THE DECISION

### 4.1. Strategic Plan Projects

- 4.1.1. Brief progress reports are submitted below on the projects of the Strategic Plan 2017-18.

### 4.2. **G1 Care Challenge - Try to ensure that the people of Gwynedd truly understand the challenge which faces us to motivate and support communities to contribute by taking action.**

- 4.3 It was reported last time that we had held sessions with staff to discuss the development of the information, advice and assistance service in Gwynedd. A clear message was how essential and current is the need to ensure that the people of Gwynedd are clear about the challenge facing the field. The work programme being developed focuses on ensuring that an information, advice and assistance service can be offered on a local level, also noting what needs to be prioritised over the coming months.

- 4.4 Specifically, in terms of attempting to increase the preventative and local focus, the role of the 'Community Link' is being trialled within three of our Integrated Community Teams. The role offers an opportunity to consider the advantages of weaving a member of the third sector into our teams and is a development of what is in progress already in the Eifionydd area. The purpose of the Community Link role is to enrich the understanding of team members regarding the opportunities that exist within communities, and stimulating community activity that promotes the well-being of residents. The role is of course developmental in nature and at the end of the pilot period, there will be a need to evaluate the plan and learn, reflect and understand more about the contribution of these roles towards assisting people to live their lives as they wish.

### 4.3 **G2 Integrated Working Project, focusing on what counts to individuals - redesigning our current way of working.**

- 4.3 It was reported last time that there is an agreement with the Health Board to establish a structure to work in an integrated way in the older people field. One of the two Transformation Leader posts has also been filled at the beginning of July. There is an agreement with the Health Board to adapt the role of the second post and it will be advertised in the near future. Teams of the Council and Health Board staff are in the process of transferring into the new area structure. Training sessions have been held for staff and work locations are being

adapted. A series of workshops have been held to support the Leaders of the Council and the Health Board to implement changes and maintain momentum. A work programme is in place to establish an Information, Advice and Assistance (IAA) service within the integrated teams which is based on what we have learnt by implementing the Ffordd Gwynedd principles in Health and Care at Alltwen and the views of staff during consultation sessions held during the spring.

**4.4 G3 Restructuring the Adults, Health and Well-being Department - Ensure that the department's staffing structure is suitable for the future.**

4.5 It is considered that this scheme was completed separate to the minor adaptations and completion of human resources' administrative arrangements. The Department will implement further changes to the staffing structure if developmental opportunities arise or opportunities to work more efficiently.

**4.5 G4 Extra Care Housing - Extra Care Housing Buildings in Porthmadog.**

4.5.1 The schedule of Anwyl has slipped further due to lack of availability and a lack of construction workers; they are now looking to complete in May 2018. Substantial progress has been made in the past months with work now commenced on the roof. 58 applications have been received for the scheme. A marketing campaign will start again at the beginning of the year in order to have show flats and an open day.

**4.6 G5 Frondeg - Ensure clarity at Frondeg site and decide on the way forward.**

4.6.1 Following observations on the draft plans from the main stakeholders, we are now waiting to receive a comprehensive business case from Grŵp Cynefin. They also wish to receive confirmation from the service that they are prepared to commit a capital contribution as well as the land for the new development. Once the terms will be agreed, they will be in a position to submit a planning application, on condition that the main stakeholders and councillors have an opportunity to see the plans first before the public consultation takes place.

**4.7 G6 Internal provision - Determine how we run the Provider Service (that provides care services) and act on that.**

4.7.1 A decision has been made by the Leadership Team to put this work to one side for at least two years (October 2018) in order to consider broader options for the Council and its partners in a changing and vulnerable market.

**4.8 G7 Capacity and Sustainability of the Care and Health system - Respond to the current problems that exist in terms of care and health provisions specifically within the field of older people.**

4.8.1 Construction work on Part 2 of the Llys Cadfan project has now been completed and arrangements are being made to move towards completing the interior work and the individuals will make use of the new resource at the new Early Dementia Unit. There is a continued risk that the Health Board's failure to recruit nurses in the area could affect when the scheme will reach its full potential in terms of care and health services. In cooperation with the Health Board, plans are being developed to invest in early dementia beds at three other locations across the County and the hope is that investment can be secured from the ICF fund to implement at least one of these plans, and it is hoped that work will

commence in the first location, Plas Hafan, Nefyn, which will correspond to the phase 1 investment at Llys Cadfan, during the 2017-18 financial year.

- 4.8.2 Collaboration with Betsi Cadwaladr University Health Board and the Isle of Anglesey Council is continuing in an attempt to respond to some of the barriers faced in terms of availability and the quality of some care services in the north-west. As noted in the previous reporting cycle, a work programme is now in place and initial work is being undertaken on some of the recommendations for improvement.
- 4.8.3 Recruitment to the care and nursing workforce continues to be extremely challenging. Efforts to attract and retain workers continue and are reinforced. Unfortunately, we are not seeing enough success to fill the gaps to date, and so the change is too slow to assist in the short-term. With other legislative changes regarding registration of workforce coming into effect in April 2018, it is envisaged that achieving the aim of attracting and retaining a health and care workforce will continue for some time yet. The private sector is also facing similar difficulties and work is under-way to establish joint pilot schemes with providers to test new methods of working. The aim is to have one pilot scheme in each of the five areas over the coming 18 months. It is hoped that over time this will enable us to provide services that focus on the aims of individuals and are more efficient and in turn will contribute towards our ability to reduce gaps/ waiting periods for a service/returning to the home for the County's vulnerable residents.
- 4.8.4 **Carers** - Work continues to see whether our arrangements and our current situation is suitable bearing in mind the expectations of the Act. Steps have been taken to incorporate carers support work on the Well-being/preventative agenda. One of the Department's officers is leading and coordinating the work of supporting carers regionally, and this will contribute to our understanding of the situation and our ability to strengthen the provision based on robust information. We will continue to ask for the views of professional officers, carers in Gwynedd and champions in the field in order to consider whether our arrangements are suitable. This work will enable us to decide whether or not there is a basis to commission a specific project or projects to support unpaid carers and/or how to make better use of IAA and preventative services. The Gwynedd and Anglesey Carers Strategy has been adopted. The next step will be to draft an action plan and sub-groups in Gwynedd and Anglesey have started to meet to undertake this. The Gwynedd sub-group includes Department members, third sector partners, Health and carers.
- 4.8.5 The Department is putting robust arrangements in place to support the carers of persons with mental health difficulties because of the feedback that the service was not effective. Two internal support workers have taken on the work and early feedback about their support to these carers is very positive. We have also received very positive feedback about our carers' emergency cards scheme and Carers Outreach have also started to advertise the scheme.

## 5. **Performance Measures**

- 5.1 *Appendix 1* reports on the performance measures associated with my portfolio.
- 5.2 The **OED23** measure provides a general overview on the direction the department is going and identifies a positive shift in achieving 'what matters' for older people with physical disabilities. In general, **OED 23, Percentage of older people with physical disabilities where progress can be seen in achieving what**

**matters**, is **90%**. The department acknowledges that some work still needs to be done on this measure as well as continuing with the Collaborative Conversations training. I believe that we are on the right track with this measure but that the Department needs to continue with the work of identifying barriers and those needs that we do not succeed to achieve. The Department confirms that they will carry out further work on this measure.

- 5.3 With the measure **OED24**, 93% of the *Learning Disability Clients have seen an improvement in what matters* which is progress since the previous quarter. Of those cases who have not seen progress in what matters to them, the Department has identified those specific cases and it is worth noting from the cases reviewed that slippage has only been seen in one case. Work is in progress at the unit to identify the reasons for any slippage and the cases where unsatisfactory progress can be seen.
- 5.4 Concern continues with the *Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (PMA/19)*. Considerable work has been done within the department to scrutinise in detail the Delayed Transfers of Care from hospitals figures to ensure that they are correct. The fruition of this work can be seen in the performance of October when improvement was seen, with one Delayed Transfer of Care case in the month (October) which means a performance of 3.2 thus far, which brings down the projection for the year. We have identified concerns about the methodology and the definition used by Health when reporting on Gwynedd's performance and so we would continue to review this to ensure that correct data is being reported.
- 5.5 There is some concern that a high number of individuals cannot be discharged from hospital as they are waiting for intensive nursing care locations, despite families agreeing to a second and third choice. We are beginning to see a situation where the needs of nursing home residents are much more intensive. The developments taking place at Llys Cadfan and Plas Hafan will assist to lighten the burden in the short-term but further discussions will be needed regarding any long-term solutions.
- 5.5 As well as this work, the Cabinet will be aware of the 'week in a room' work programme that seeks to respond to the above. In cooperation with the Health Board we have reviewed the care and health system, by following cases from beginning to end and try to create a system that works better for patients and by removing any obstacles that arise. As a result of this work a new way of working will be piloted at Ysbyty Gwynedd and I very much look forward to the results of this innovative work and I will update you soon.
- 5.6 You will also be aware that the Betsi Cadwaladr University Health Board has developed a new mental health strategy for all ages: 'Together for Mental Health in North Wales'. A range of specific measures will be provided by the board to improve quality, availability and access to Mental Health services in north Wales. The intention in Gwynedd is to develop measures that are in keeping with this strategy.
- 5.7 Establishment of the Safeguarding and Quality Assurance Unit has enabled the Council to respond more effectively to the new and increasing requirements within the adult safeguarding field. The performance of **SCA/019 Of the adult protection referrals completed during the year, the percentage where the risk is being controlled**, has been 100% for this quarter.

5.8 It is encouraging to see that we continue to see progress with the measure *PMA/20b Percentage of cases that have received a period of enablement - and have no care and support package six months later* which is 88%. In addition, measure *PMA/20a Percentage of adults who have completed an enablement package - and who have a smaller care and assistance package six months later* is also on the right track and is 90%.

## 6. **Financial Position / Savings**

6.1 I can report that all savings schemes for 2015/16 have been realised, and that the percentage of 2016/17 schemes yet to be achieved has dropped to 6%, which is a total of £95,600. A range of savings schemes for the 2017/18 year are being implemented but the timetable has slipped somewhat (a total of £606,500 (43%)). Despite the small reduction since the previous report, achieving this on time is an ongoing substantial risk. This contributes towards the overspend anticipated for the year.

6.2 Reference has been made for some time to more modern arrangements of responding to the needs of Gwynedd residents. There is now a firm foundation to conclude that this procedure is productive and has led to a reduced demand for some services, and to firm savings in the Older People care field as a whole. However, it has been difficult to report for certain on the exact size of the savings from the various individual schemes as they currently exist.

6.3 I have also been reporting for a while that the Cabinet has been supporting the Head of Department's efforts to address the concern that has existed in relation to the underachievement and slippages with many of the individual schemes. Furthermore, that the Head of Department has submitted a report on the developments partly deriving from "Alltwen", and his wish to expand on this system of operating. This would involve combining many of the individual plans within different headings, and would include an alternative way of recording the financial benefit of the changes. The principle of what was in mind was approved. However, we are continuing to await a full report from the Head of Department and I can confirm that this report will be submitted to the Cabinet soon for consideration.

6.4 It is also intended to submit a range of additional savings equivalent to £1.355m in various fields, savings that partially supersede the savings that had been anticipated from the "Provider Arm's Length Company" which has been put to one side for the time being.

6.5 There has been some delay with progress of the Re location of Segontium Day Services, but I am (as Cabinet Member responsible) along with the Department (as commissioner) encouraging the contractor and relevant technical services to complete the work in order to realise the asset and secure outcomes for the people of Gwynedd as soon as possible.

## 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:**

The issues from a proprietary perspective.

**ii. Head of Finance Department:**

I am satisfied that the contents of the report are a fair reflection of the financial situation. The substantial challenges in achieving the Department's savings plans continue, but as can be seen from the report there are continuous efforts by the Adult, Health and Wellbeing Department to identify alternative ways of achieving the necessary savings. I expect further reports to the Cabinet in relation to this, as stated.

I also note that part 6.5 of the report refers to a slippage with one of the Council's major Capital projects, 'The Relocation of Segontium Day Service', but that the Cabinet Member has taken steps to minimise any further delay before the introduction of the asset and ensuring its outcomes.

**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.

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**Appendices:**

**Appendix 1** Performance Measures