

GWYNEDD COUNCIL CABINET

Report to a meeting of Gwynedd Council Cabinet

Date:	16 July 2019
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

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 reporting on the Improvement Priorities of the department, outlining where we have reached with measuring performance; and the latest in terms of savings and cuts schemes.
- 1.2. I will remind you that all matters have already been the subject of discussions and have been scrutinised at performance challenge meetings, which also included representatives from the relevant Scrutiny Committees.
- 1.3. On the whole, I am satisfied with the performance of the measures 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 Brief progress reports are submitted below on the improvement programmes of the Department, of which have been noted in the Council Plan 2018 - 2023. The Department has prepared action plans for the three priorities, and milestones have been set for the period.

4.2 It is important for me to draw the attention of members to the **intertwinement** between the following projects and the broader transformation that derives from the **Healthier Wales** programme. As members will be aware, the North Wales Region has managed to attract one-off additional resources from Welsh Government. The most relevant in terms of this field of work is, Community Transformation, Learning Disabilities and Mental Health. We are collaborating on these programmes with the Health Board (West Area) and Isle of Anglesey Council. The Integrated Group that leads on this Programme reports to the Gwynedd and Anglesey Public Service Board. Therefore, our intention is to seek to bring the work streams below and this transformation programme together, where appropriate.

4.3 Therefore, with that context, this is a summary of progress for the Projects within the Council Plan.

4.3.1 Purpose of the **Re-designing Care Services** Project is to ensure that we work in a way that focuses on what matters to people who receive health and care services by trialling and developing new and innovative ways of working.

4.3.2 You will be aware that the five Area Teams have been established and the Department is now reporting that the Teams are experiencing stability and have begun identifying specific priorities within each area. For the measure, **OED23 Percentage of older people with physical disabilities where progress is seen with achieving what is important to them**, 85 assessments have been completed thus far this year. Of the 85 assessments, 82.4% (namely 70) of Gwynedd clients note that we had done what mattered to them. The data being collected is not yet complete, and it does not reflect the obstacles that are being seen. In order to examine this, a Task Group has been established to carry out the work of ensuring that the data is more complete and that we are reporting correctly. I will review this measure with the department on a regular basis. Of course, the information behind the measure is the most important element and the Department is striving to collect the stories where we have not succeeded to achieve 'what matters'. 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 in terms of good practice and changing culture. I can see clear enthusiasm within teams and managers to remove the obstacles that prevent us from achieving what matters to people. Consequently, we look at performance from the perspective of the people.

- 4.3.3** It is noted that the linguistic element is raised by many of the teams with concern that it is very difficult to keep a linguistic balance within the Integrated team. It is noted that there is a tendency for discussions, which include non-Welsh speaking colleagues, to be held in English only. It is noted that this is a concern and that the department will examine the matter as a priority over the coming year. The Director will follow up on the matter through her contacts with the Health Board and the North Wales More Than Just Words Forum. I would like Members to consider whether or not they believe this would be a matter that a Welsh Language sub-group from the Public Services Group could consider as a specific project.
- 4.3.4** It is noted that one of the main concerns of the Department is the lack of assessment beds for individuals with dementia at Ysbyty Cefni, Llangefni. In addition, there is a lack of CPN nurses across Gwynedd. This shortage holds puts many developments on hold as it is increasingly difficult to support individuals with intense needs in our communities without this specialist support. The lack of doctors who can carry out "Section 12" assessments also creates problems in the Mental Health field. The Director has written to the Health Board to raise the matters once again and it is noted that a meeting has been arranged between Gwynedd Council and the Health Board to discuss this as a matter of urgency.
- 4.3.5** In addition to the above problems, the service highlighted that accommodating young people with physical disabilities is difficult and that they are considering opportunities with the Housing Department as well as examining developments that are in the pipeline or newly opened developments to see whether it is possible to consider using them in a more flexible manner. Clearly, I will be requesting regular updates from the Service on the matter and ensuring that these matters are addressed within our Housing Strategy for the People of Gwynedd.
- 4.3.6** The Department also highlighted some Safeguarding matters. You will be aware of the 'County Lines' problem which is a challenge across North Wales. The Department highlighted that they are starting to see examples of 'County Lines' and 'Cuckooing' within the field of older people. Clearly, this is a worrying situation and the Department is working with the Learning and Development Service to identify how to support the workforce with this type of cases. I will also escalate the matter with the Council's Strategic Safeguarding Panel.
- 4.3.7** There is some slippage against the performance measures in the safeguarding field with ***'Percentage of the adult safeguarding referrals completed during the year, where the risk has been controlled' at 69%***. The work of scrutinising the background information has taken place and I understand that this deterioration relates to six individuals who refused intervention. With the exception of these individuals from the measure, performance is 84% which continues to be positive despite the slippage. The Department highlighted that there was some frustration in relation to arrangements to refer Safeguarding matters, for example lengthy documentation and the emphasis on completing the forms. The Department will therefore proceed to undertake a 'Ffordd Gwynedd' intervention to identify the problem and to ensure that our arrangements are effective and focus on our efforts on the individuals. I look forward to giving you an update. This again reflects the change of culture that is at work within the Department.

The programme of investing in the Council's care homes continues, with the intention of ensuring suitable care locally. These specialist dementia units are part

of joint efforts by the Council and the Health Board to ensure that older people gain access to the specialist care and health services they require within their communities.

4.3.8

4.3.9 The **Learning Disabilities Service** continues to measure '**What matters' with the performance of the year thus far at 63.6%** The service has been working on adapting this measure in order to ensure that we report comprehensively and the "partly" category has now been noted. This has led to a measure that conveys a more realistic performance. However, the service continues to better review outcomes and focus on knowing the story behind what matters to individuals. The main themes in terms of identified obstacles are:- problems with Continuing Health Care arrangements, matters regarding accommodation for some individuals and the need to improve suitable employment opportunities. The service is working on identifying solutions for the above obstacles and I will monitor the situation on a regular basis.

4.3.10 A lot is happening within the learning disabilities field with various plans at work, which includes the development of community hubs. I have highlighted the need for the service to ensure that these developments are developed in a manner that intertwines with other fields of work, e.g. health and care hubs. Several transformation work streams linked with 'A Healthier Wales' are in the pipeline and it is essential that we maximise all opportunities to collaborate and work in an integrated manner in order to avoid duplication, to avoid working in silos and to create a healthcare system that is simple and related to Gwynedd residents. To this end, I have challenged the Service to ensure that they hold these discussions with our partners across the sector. It is noted that a project is afoot at Tan y Marian, Pwllheli to transform the respite support provision. I will report on the progress of this work in my next report.

4.3.11 The purpose of the **Community Resilience** project is to build on the strengths within our communities and seek to co-produce a full range of preventative support in order to make it easier for people to continue to live independently in their communities.

4.3.12 It was noted that the **IAA Service** (*Information, Advice and Assistance*) has been incorporated within the five Community Resource Teams and it has celebrated its first birthday. A detailed work programme is in place to develop the service further.

4.3.13 By now, the Llŷn Team has established a task group to look at improving the IAA provision and to move away from receiving referrals only and to seek a solution at the time for the citizen, if possible. I am pleased to report that the team has taken ownership for this change and the new procedure has been operational for a few weeks. Early evidence indicates that the quality of referrals has improved, and that individuals receive advice and information in a timely manner without delay.

4.3.14 Members will be aware that the North Wales Carers' Strategy has now been adopted 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. The department reported how they would proceed over the next few months with the action plan to ensure that we commit in full to the standards, identifying the obstacles and how it would be possible to resolve them. In terms of the Annual

Questionnaire that is sent to Carers as part of Welsh Government requirements, it was seen that 53.8% of Gwynedd Carers had reported that they "can do the things that matter to me", with 38.3% reporting that this occurred occasionally, and the rest saying that they could not do the things that mattered to them. This gives us an idea of the opinion of carers and this, along with more detailed information from individuals, will enable us to measure the success of our developments in the field. In addition to this, the Department will proceed to develop further measures within the field of carers by the next reporting cycle.

- 4.3.15** Another scheme involved with community resilience is '**Bridging the Generations**' and this looks at improving how different generations connect. An output from this will be seeking to prevent loneliness by bringing everyone together to undertake fun and interesting activities. Over the past few months, the Well-being Unit has been working with the Head of Grŵp Llandrillo Menai Site in Dolgellau on a pilot programme between their students and older people. A successful pilot was undertaken where individuals who lived in the community came to the college, and also at the Cefn Rodyn residential home, to work with students on different activities. In future, this will become a part of the curriculum of some courses and this pilot will also be disseminated to other College sites. I intend to hold a discussion with some of my fellow members on this field to see whether or not there is an opportunity to increase the awareness of other Council departments of this agenda.
- 4.3.16** It is good to be able to report that the '**Dementia Go**' project is going from strength to strength and has a far-reaching influence on changing the stigma associated with dementia. We will build on this good work in 2019/20 with additional activities such as a gardening project with homes and walking football.
- 4.3.17** The purpose of the **The Workforce and Recruitment within the Care Field** project is to ensure that we genuinely understand the problem of recruiting in the care field in Gwynedd.
- 4.3.18** The lack of domiciliary care provision is still a problem in every part of the County and domiciliary care staff are totally essential to support older people at home for as long as possible. You will be aware that the Domiciliary Care Plan has been experimenting with new ways of commissioning domiciliary care. We anticipate that work to transform Domiciliary Care will undoubtedly lead to improving the status and image of domiciliary care posts in future. The change involves entrusting in front line staff, home carers becoming part of a wider team and by highlighting a potential career path in the field. It is noted that communication and marketing permeates through all work streams of course and are totally essential to the success of Council efforts to recruit and retain experienced staff in future.
- 4.3.19** We continue to try to identify gaps that exist in terms of specialist skills. One way of doing this is by analysing patterns that are highlighted as part of the recruitment process. One specific example of this is the role of the Occupational Therapist. In response to this, good examples exist in terms of collaborating with Colleges such as Glyndŵr University which has led to the development of a part-time Occupational Therapist course.

4.3.20 Clear themes have been identified through the detailed work of understanding the recruitment problem in Gwynedd and these themes have been submitted to the Care Scrutiny Committee. Consequently, the Department has formulated a detailed work programme and they will report on the progress of the priority at performance challenge meetings. By improving the employment terms of workers in this field and marketing this, it is hoped that it will increase the status and image of the field as a career path and attract more interest in the field. I look forward to giving you an update.

5. PERFORMANCE MEASURES

- 5.1** It can be seen that performance measures have been incorporated within the report where relevant, but I would like to make my fellow members aware of a Welsh Government consultation on National Measures within the Health and Care field. The measures presented to us in the consultation do not measure the value for the individual. The measures continue to guide us to measure extensive managerial data and leads us to measure the wrong things. We have considerable concern regarding Welsh Government direction with these national measures and the opinion is the same across Wales. On behalf of the Council, I will be sending a firm letter to Welsh Government to voice our opinion and highlight the direction we are taking in Gwynedd.
- 5.2** There was no opportunity to challenge the Provider or Mental Health field during the performance challenge meeting. I am looking forward to receiving information about these services at the next meeting and am very eager to understand the measures linked with these services.

6. FINANCIAL SITUATION / SAVINGS

6.1 Previous Years' Schemes

- 6.1.1** All savings and cuts for 2016/17 have been realised.
- 6.1.2** With 2017/18 Schemes, the Department anticipates risks in delivering the savings of one scheme, namely Improving the efficiency of field workers. Is there a need to state how the Department intends to deal with the risk?
- 6.1.3** With 2018/19 Schemes, the Department anticipates a risk in delivering the remaining efficiency savings, valued at £64k, on the scheme to Automate the Department's financial processes. In order to meet this deficit, the Department will consider whether or not it is possible to deliver the savings through alternative methods.
- 6.1.4** Substantial risks are anticipated from realising the savings on the Prudent commissioning - Mental Health Service scheme, namely a total of £100k. There is an intention to review the situation in full over the coming months when the Department will consider re-profiling or introducing alternative delivery methods.

6.1.5 The Department anticipates some risks from delivering the savings from the Integrating and transforming Older People Services scheme, a balance of £510k. 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 (ICF) to support and strengthen this work.

6.1.4 2019/20 Savings Schemes

All savings schemes from the new 2019/20 system, with the exception of one, have either been realised, are on track to be delivered on time or are moving forward. The one with risks in delivering the savings is the Extend the Principles of the Alltwn Pilot Scheme across the service, a value of £133,500 in 2019/20. 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 ICF to support and strengthen this work.

Several other potential challenges face the Department but I believe that ICF (Welsh Government) schemes and the transformation bids will lead to realising the savings.

6.1.6 By looking at the current financial projections, the Department notes a risk of significant overspend at the end of this financial year. The overspend is mainly within the Provider Service. The Department believes that most of this overspend is involved with arrangements within the domiciliary care field. In response, you will be aware that extensive work is taking place to seek to provide this service in a more efficient manner by means of our Domiciliary Care Plan. Furthermore, detailed analysis work needs to be undertaken in order to understand the budget properly and to particularly understand what leads to the overspend. The Finance Department and the Adults, Health and Well-being Department highlighted the need for an additional resource to undertake this work and I am very eager for this work to proceed and to identify the resource that is required.

One of the main overspend challenges of the Department is Continuous Health Care (CHC) which is a matter that requires attention and early resolution. It is an increasing challenge to seek the agreement of Health on CHC contributions. There is constant disagreement and delay on decisions regarding packages and contributions which leads to costs for staffing resources etc. as well as an impact on the service and care that Gwynedd residents receive. I am aware that the Health Board is undertaking a piece of work on CHC and that the Director will contribute to this field of work and share the evidence we have of obstacles within the current system. Evidence of work taking place in Tywyn by merging budgets also offers learning and lessons in order to steer the matter towards an early resolution.

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:**

ii. **Statutory Finance Officer:**

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 - Adults, Health and Well-being Department.