

CABINET CYNGOR GWYNEDD

Report to a meeting of Gwynedd Council Cabinet

Date of meeting:	4 October 2016
Cabinet Member:	Councillor Gareth Roberts
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Title of Item:	Performance Report Adults, Health and Well-being

1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the fields I am responsible for as the Cabinet Member for Adults, Health and Well-being. This will include outlining the latest and the pledges in the Strategic Plan; where there are performance measures; and the latest in terms of the savings and cuts plan.
- 1.2. We wish to remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Management Team (which also included a representation from the Scrutiny Committee) as well as the Leadership Team.
- 1.3. I am comfortable with the Departments' performance on the whole but we will draw your attention to the following matter:
The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over - The rate of delayed transfers from hospitals to the community for social care reasons has deteriorated significantly. The measure notes the number of people per 1,000 of the population where there have been delayed transfers. Further information is included below in 4.9.6.

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2. THE DECISION SOUGHT

- 2.1. To accept and note the information in the report.

3. REASON WHY THE DECISION IS NEEDED

- 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 2016-17.

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.***

- 4.2.1 The Well-being Manager commenced her new role on 1st July 2016. Over the first few weeks the focus has been on establishing contacts at a local level with staff, partners and providers together with specific groups. The information gathered and these discussions together with the lessons learnt from other authorities, will feed into the draft Well-being work programme by the end of September. The programme will set priorities and a time-schedule and report on the capacity and resources requirements to achieve the Council's well-being aims.

- 4.2.2 The programme to raise the awareness of members, staff, providers and partners will continue with an emphasis on conducting specific sessions with different groups. A session was conducted recently at Prenteg on the role of members in the preparation of the Needs Assessment, as well as a training event regarding the role of councillors implementing the Social Services and Well-being Act. Arrangements are also in place to engage with interested groups in specific areas e.g. Learning Disabilities.

- 4.2.3 Work on the plan has slowed down somewhat as the lead officer is now on maternity leave. Filling this role has been delayed until it is clear how the Care Challenge programmed will be integrated with the Well-being work programme. There is an obvious piece of work to be undertaken over the next few weeks in order to ensure that these work programmes interweave together, in addition the 'Ageing Well' work programme should be considered that was recently introduced by the Commissioner for Older People.

4.3. **G2 Integrated Working Project, focusing on what counts for individuals – *Re-design our current way of working.***

- 4.3.1 By now, the concept of integrated working at a local level in Gwynedd, namely extending the Ffordd Gwynedd arrangements in Eifionydd to the remainder of the County, has received the seal of approval through the arrangements of the Health Board. Getting permanent governance arrangements in place will take some months, however, there is an agreement in the mean time to take

advantage of some of the benefits in the short term. The initial steps will include extending the work at Alltwen to the north of Meirionnydd and to the area of south Meirionnydd with the areas of Llŷn and Arfon to follow.

4.3.2 It is trusted that we will have appointed Area Leaders by the end of the calendar year with an induction programme for staff regarding this new way of working following soon after this. It is proposed to use the skills and expertise of the Core Team to train and mentor staff during the period of extending to the whole county.

4.3.3 It can be confirmed that the data thus far, compared to the same period last year, indicates a reduction in the traditional care packages in Eifionydd. There are also promising initial signs to be seen in the north and south of Meirionnydd.

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

4.4.1 The situation has not changed significantly since the last time I reported on this. However, following discussions that were facilitated by the Statutory Director, there are arrangements in the pipeline to adapt some of the work split between the Adults, Health and Well-being Department and the Children and Supporting Families Department. The aim is to complete these adaptations during the Autumn.

4.4.2 In addition to this, in response to the comments of the CSSIW as regulators, and the views of the Strategic Safeguarding Panel, there are arrangements in the pipeline to establish a Safeguarding and Quality Assurance Team as one service within the Adults, Health and Well-being Department. It is deemed that this will be a way to bring the connected elements together in an effort to ensure consistency across the Department and set specific referral paths for front line workers.

4.4.3 The aim is to develop a structure that focuses on safeguarding and quality assurance matters. This will be a means to interweave quality and safeguarding issues in terms of developing services and safe practice and to respond to matters that arise as a result of identifying themes within operational work e.g. adapting the audit system as a result of learning lessons from complaints. Reports on the Team's development and the establishment costs will be submitted soon to the Cabinet.

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

4.5.1 Since my previous report building demolition work has been undertaken and work is being done to clear the site and prepare it for the development's foundations.

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

4.6.1 Following engagement a joint brief has been developed with the main stakeholders. The Property Department will contact Grŵp Cynefin to hold initial discussions regarding the brief soon.

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

4.7.1 'Care Provision Model- Strategic Case' report to be presented to the Leadership Team on 20.09.16. A second report will be submitted at the same meeting and this will offer new efficiency plans within the Adults, Health and Well-being Department.

4.8. **G7 The Capacity and Sustainability of the health and care organisation - Response to the current problems that exist in terms of care and health provisions specifically within the field of older people.**

4.8.1 *New Care Model* - It is proposed to develop Llys Cadfan Residential Home in order to be able to offer more nursing support which will allow individuals to remain at the residential home longer and avoid having to go to a nursing home. The initial meeting has taken place between the officers of Gwynedd, Anglesey, the Health Board and the Care Inspectorate and we are awaiting an agreement in principle for the new model that has been submitted. There is further work to be done to look in detail at how the model in question would work and this will take place during the coming months.

4.8.2 *Carers* - Work is underway to see if our arrangements and our current situation is suitable bearing in mind the expectations of the act. Although regional work is underway, and this will contribute to our understanding of the situation, we will ask for the views of professional officers, carers in Gwynedd and champions in the field in order to consider if our arrangements are suitable. This work will enable us to decide if there is a basis to commission a specific project.

4.8.3 Further work is to be undertaken in order to drive the 'Workforce' elements forward. It is proposed to consider the following specific aspects:

- *Respond to the current situation in the most effective way by trying to ensure that we fill empty posts in the field of Care and Health.*
- *Influence, put pressure to bear and contribute to national and regional developments in terms of considering different ways of satisfying people's needs.*

4.9. **Performance**

4.9.1 Appendix 1 reports on the performance measures that are linked to my portfolio.

4.9.2 There are arrangements in place now in order to be able to report on the OED23 measure **Percentage of Older People and People with Physical Disabilities where an increase is seen in achieving what is important to them'**, that measures the purpose of services for Older People and Adults with Physical Disabilities. The new way of working driven forward by the new Act, and also the above G2 Project, places the focus on achieving what is important to the individual. Currently, there is no consistency in terms of the data behind this measure, however, work is proceeding to train and support workers to become familiar with the new arrangements. Over the next few months I hope that we will start to seriously report and be able to use this measure to continually learn and improve.

4.9.3 As part of the requirements of the new act a questionnaire is being sent out to over 1,600 service users to get an understanding of those people who state that they 'can do what is important to them'. The **HOL/001** measure will report on this result and the work of analysing the results will have been undertaken by the end of the financial year.

- 4.9.4 Work is continuing regarding the development of measures that measure the purpose for the Learning Disabilities and Mental Health services.
- 4.9.5 Until I am in a position to report fully on the above measures, I will continue to report on the remaining measures that are included in the second part of **Appendix 1**. The performance of these measures are accordance with the expectation.
- 4.9.6 However, I would like to draw the Cabinet's attention to one specific measure that continues to cause concern: **SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75+ -** The rate of delayed transfers of care from hospital for social care reasons has deteriorated substantially last year - an increase of 1.05 in 2014/15 to 2.45 in 2015/16. The performance of this measure continues to cause concern (rate of 2.1 up to July). If the performance continues the same for the remainder of the year it is anticipated that we will perform significantly lower than the Wales' average - estimated performance of 6.2 compared to the Wales' median (4.9) in 15/16. This would be a significant reduction in performance compared to 2014/15. Work is proceeding to seek a practical response to the situation in the short term, however, we cannot ignore the national crisis that exists in terms of the capacity and sustainability of jobs in the field of health and care. The G7 project has been commissioned in order to seek a response to the challenge in question.

4.10 **Financial Position / Savings**

- 4.10.1 The challenge of achieving savings continues again this year, but it is early days to envisage if the department will manage to realise the 2016/17 savings plans. I believe that significant progress is required with several schemes in the next few months if we are to manage this and keep within the budget. I can confirm that 80% of the expected cuts in 2016/17 have already been undertaken.
- 4.10.2 On the 7th of June the Cabinet confirmed financial transfers within the Adults, Health and Well-being Department that has given a better reflection of the requirements and the current demand on services. Financial transfers enable the department to achieve some of the 2015/16 savings plans.

5. **NEXT STEPS AND TIMETABLE**

- 5.1 None to note.

6. **ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

- 6.1. None to note
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Views of the statutory officers

The Chief Executive:

It is good to see reports of progress in several fields. Clearly, fields such as the Care Challenge (G1) and the Integrated Working project, focusing on what counts for individuals (G2) are longer-terms aspects in terms of seeing their results but sticking to the milestones is important because of this.

The report itself also recognises two concerns. One is regarding the Transfer from care Measure (SCA/001) and, in this context, the Cabinet Member and Head of Department could elaborate on the steps to try to recover the situation as, without intervention, we would likely be worse than the Welsh average. Secondly, there is reference in paragraph 4.10 to the need to "make significant progress with several schemes in the next few months if we are to manage this and keep within the budget". It is good that the report notes that 80% of the 2016/17 savings have already been secured but we must keep a close eye on this partly due to the amount of savings in question.

The Monitoring Officer:

No comments from a propriety perspective.

The Head of Finance Department:

As noted in part 4.5.4 of the report of the Cabinet Member for Resources which is also on the agenda of this meeting, a slippage was seen in the Adults Department's savings programme, but I appreciate that the Cabinet Member for Adults and the Department are working on a series of alternative schemes that have mitigated the impact of the slippage. We will continue to monitor the development of these schemes to ensure that the savings are delivered.

Appendices

Appendix 1 - Performance Measures

Background Documents

None