

People Scrutiny Committee

Adult Social Care Scrutiny Group

CSSIW Inspection 2015 – Improvement Objectives

Scrutiny Observations October 2016

Introduction

In March and May 2015 the CSSIW undertook an inspection of Adult Social Services in Powys County Council the report of which was published in August 2015. The report was presented to the Adult Social Care Scrutiny Group on 9th September 2015 and the Scrutiny Observations from that meeting were submitted to the meeting of Powys County Council on 18th September 2015 where the CSSIW report was discussed.

It was agreed that a quarterly report would be presented to Cabinet and People Scrutiny Committee on the monitoring of progress against the improvement priorities. The first report was submitted to Cabinet on 22nd March, 2016, a second report on the 5th July 2016 and this will be the final report.

The Adult Social Care Scrutiny Group has met on the following dates:

- 25th May – Commissioning Strategy for Older People
- 12th July – Powys People Direct Review (No 9) – jointly with Children's Services Scrutiny Group
- 23rd September 2016 – Domiciliary Care and overview of all CSSIW recommendations
- 29th September 2016 – visit to PPD

The meetings are attended by the Heads of Service, Senior Managers and Portfolio Holder for Adult Social Care.

The Adult Social Care Scrutiny Group understands that the CSSIW have written to the Statutory Director of Social Services outlining their current view on progress made against the recommendations and areas that they would wish to follow up on.

The Adult Social Care Scrutiny make the following comments in respect of the twelve original recommendations:

1. The **corporate governance arrangements** for social care commissioning need to be clarified and strengthened in order to effectively challenge and

test the design, planning and delivery of the demanding work programme that Powys is facing.

Corporate governance arrangements have been strengthened but scrutiny have raised concerns regarding the operation of the Commissioning and Procurement Board. The Cabinet has not responded to these concerns to date. In addition it appears that decisions are being made in forums such as the Joint Partnership Board which are not held in public. Whilst it is appreciated that some items would be of necessity discussed in private session it appears that some items of public interest are also decided at this Board (see item 2) and it is recommended that this aspect of governance of joint arrangements should be reconsidered.

2. The **commissioning strategy** for older people must be based on a rigorous analysis of need and demand at community level and include local infrastructure and innovative and collaborative solutions. It should also consider models of best practice used elsewhere.

Scrutiny are aware of much work which has been undertaken in this area and the joint Commissioning Strategy for Older People. The Council's Cabinet made a decision in November 2015 to go out to consultation on the document. Scrutiny then understand that the decision to agree the strategy was made at a meeting of the Joint Partnership Board in June 2016. The Joint Partnership Board is not a meeting conducted in the public domain which makes tracking the decision making process of such issues impossible.

3. The approach to commissioning social care services should make greater use of **service user and carer experiences** and facilitate a wider conversation with its communities about what future service models might look like.

Scrutiny are aware of the service user forums which are in place although it is acknowledged that the level of engagement at these forums varies and consequently in some of these forums there is more work to be done to ensure meaningful engagement. The service also undertake listening and learning exercises ahead of consultations to improve user engagement.

4. Future commissioning and procurement exercises for domiciliary care services should be built on a **market development** and partnership approach. It must robustly test the tender submissions, the capacity and capability of organisations to manage the transition of services and deliver the service specifications.

Scrutiny continue to monitor the activities related to domiciliary care and this will be the case for the foreseeable future.

5. The **knowledge and skill base** for managers in commissioning and the management of contractual relationships needs to be developed through a range of solutions including training and mentoring opportunities.

The service has provided assurance that there has been a full programme of training in commissioning and that new staff are encouraged to undertake the training.

6. The Council needs to strengthen its **relationships** with and oversight of domiciliary care providers operating in Powys, including setting up regular meetings and clear lines of communication with the commissioning managers to address ongoing concerns and queries.

Scrutiny will continue to monitor the activities related to domiciliary care and this will be the case for the foreseeable future.

7. The Council needs to consider carrying out a review of the **grants and service level arrangements** to ensure they align with the Powys One Plan and the Integrated Pathway and provide the best value for money.

A Portfolio Holder decision was taken in March 2016 to consult on proposals to introduce a competitive grant allocation process for 2017/18. At this date actions relating to this item were behind schedule. Scrutiny understand this review is currently being undertaken but have had no further detail on progress.

8. The development of the **integrated pathway** for older people with Powys Teaching Health Board should be clearly defined and articulated to capture the projected demand and therefore capacity required at each stage, including reablement. The future integrated service model must be supported by clear governance arrangements that include financial commitments and management accountability.

Scrutiny examined this item in April 2016 and were concerned that progress seems to have been limited with the acknowledgement that the project deadline of December 2016 was unlikely to be achieved.

9. The **first contact** arrangements via the Powys People Direct should be further developed to ensure it can provide the appropriate level of response, advice, support and information for adult services and therefore reduce the need for an additional duty response at team level.

Scrutiny initially monitored Powys People Direct in March 2016 and requested sight of the Review of the service that had been undertaken. This report was considered at a joint meeting with Children's Services in July 2016 where Members noted progress had been made but there were still a number of issues to address. The group visited the service in September 2016 and noted further progress had been made over the summer. There are a number of activities which still require attention and scrutiny will continue to monitor progress of this improvement item.

10. The new adult **safeguarding** management structures and reporting mechanisms must be secured and established as a priority, to ensure that

the Designated Lead Managers are supported in their responsibilities and there is consistent reporting, decision making and oversight at an appropriately senior level.

Scrutiny now monitor adult safeguarding along with children's safeguarding at the People Scrutiny Committee.

11. The low uptake of **carer assessments** needs to be further investigated to understand the needs of this group of people and how they can be supported in their role.

Scrutiny understand that this recommendation has been superseded by the Social Services and Wellbeing Act.

12. A **workforce strategy** which supports the establishment of the integrated pathway for older people should be developed across the wider health and social care workforce including domiciliary care. Opportunities to build workforce capacity such as care apprenticeships should be considered, as well as potential barriers such as housing and transport.

Scrutiny will be examining progress against this improvement item at their meeting in December.

Conclusion

The Adult Social Care Scrutiny Group note the progress outlined to date, in particular that the corporate governance arrangements have been to an extent strengthened, that service user forums are in place, that listening and learning exercises are held and the progress to date developing Powys People Direct. Scrutiny will continue to monitor those items outlined above.

The group would reiterate the comments from the interim report in July that the information provided during the meetings over the year has highlighted a number of areas where progress has slipped from that intended when the action plan was developed. Whilst there may be understandable explanations for this slippage and the Portfolio Holder has expressed confidence that some of these issues can be brought back on time, attention needs to be paid to the timeliness of work undertaken on these improvement priorities. These priorities are of necessity essential to be met and if problems meeting timeframes are being experienced the Portfolio Holder should consider prioritising resources within the service.

The group understand that CSSIW will be undertaking a follow-up review of progress on the recommendations in particular regarding Powys People Direct and the integrated pathway for older people in March 2017. Other areas such as adult safeguarding and carer assessments will be monitored through the CSSIW's national programme.

Scrutiny would invite Cabinets observation on this report in particular in regard to comments made regarding corporate governance arrangements.

