



People Scrutiny Committee

Adult Social Care Scrutiny Group

CSSIW Inspection 2015 – Improvement Objectives

Scrutiny Observations June 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.

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

- 2nd March – Domiciliary Care (Nos 4 and 6)
- 16th March – Powys People Direct Review (No 9) and Grants and SLA (No 7)
- 26th April – Integration (No 8) and Workforce (No 12)

The meetings are attended by the Head of Service and Portfolio Holder for Adult Social Care.

The Adult Social Care Scrutiny Group work programme for Improvement Items is outlined below:

- 25th May – Older Peoples Commissioning Strategy (No 2)
- 15th June – Carers Assessments
- 6th July – overall progress on improvement priorities

It is intended to make observations to Cabinet quarterly the next report will be due on 13th September 2016 which should cover the following items:

- Older Peoples Commissioning Strategy
- Carers assessments
- Overall progress

This work programme is supplemented by other areas which scrutiny wish to examine including for example efficiency savings, Older Peoples Accommodation Strategy, Day Services and Fairer and Affordable Care.

The Scrutiny Group met on 2nd March, 2016 to consider Domiciliary Care. An updated Improvement Priority Plan was provided to the group. The Head of Service had been unable to attend the meeting due to illness and the Strategic Director attended in her absence.

Item 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 submission, the capacity and capability of organisations to manage the transition of services and deliver the service specification.

The Action Plan showed all actions assessed as green (on target) or blue (completed) and assurance was provided that the work streams were not slipping. There is a considerable amount of work necessary to address this improvement item and Cabinet had received the report on Phase 1 and would receive the Phase 2 report in due course. There has been a change in Commissioning Manager and Head of Service and the Strategic Director acknowledged that these changes were her responsibility to manage.

The measures for this item were discussed and the group was informed that the position regarding Delayed Transfers of Care was much improved although particular challenges remained regarding waiting for the home of choice. In addition there were some problems regarding social worker capacity in the south of the county. With regard to missed calls at present there is no national definition of missed call although CSSIW is working with the sector to define this. Assurance was provided that with regard to the in-house service the number of missed calls had reduced and that this issue was part of the monitoring of external providers.

The Strategic Director and Portfolio Holder advised the scrutiny group of their confidence that this work would be completed. This will be monitored when scrutiny consider overall action against the improvement priorities in July.

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

The action plan for this improvement item included a number of areas which were marked yellow (behind target) including:

- Complete roll out of Electronic Call Monitoring with all external providers

- Work with existing providers to introduce assistive technology to reduce future service demands
- Work with providers to establish a cooperative approach to recruitment and retention
- Improve join up between safeguarding and Commissioning, focused on provider concerns process and coordination and sharing of intelligence between professionals

With regard to Electronic Call Monitoring (ECM) roll-out it was confirmed that whilst all providers had ECM there have been problems regarding connectivity. This resulted in some of the benefits of ECM not being realised although it was confirmed that robust monitoring and quality assurance was in place in those areas that ECM is not fully operational.

Progress in this area will be monitored when scrutiny consider overall action against the improvement priorities in July.

The Scrutiny Group met on 16th March, 2016 to consider Powys People Direct Review and the Review of Grants and SLA. An updated Improvement Priority Plan was provided to the group. This meeting was attended by the Portfolio Holder, the outgoing Head of Adult Social Care together with the newly appointed Head of Operations for Adult Services and Head of Transformation for Adult Services.

Item 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

The action plan for this improvement item the following area which was marked yellow (behind target) namely:

- Consult with grant aided organisations and communities on future model of allocation of grants, including those grants which do not meet the strategic fit of the Health and Social Care model.

However, the meeting heard that this action was slipping to red. It was further noted that the following action was categorised as green (on target) but had also slipped to red:

- Cabinet agreement on future grant allocation and recipients.

A Portfolio Holder decision on grants for 2016-17 has been taken and it is intended that the review will result in grants more closely aligned to Council priorities from April 2017.

The delay in progress which had resulted in the slippage noted above was as a result of lack of capacity within the commissioning team. A post was filled in April 2016 and an Invest to Save Bid has been made to free up capacity within the team. The Portfolio Holder expressed confidence that this improvement priority will be got back on track.

Item 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

The action plan for this improvement item included a number of areas which were behind target including:

- To develop a resilient and sustainable model for a single point of access for Childrens and Adult Social Services ensuring that the differing and competing needs of both service can be met (red)
- Ensure that the model is compliant with Powys duties under the Social Services and Well Being Act (yellow)

The first item had been due by December 2015 and a draft report was now available (March 2016) sight of which has been requested by Scrutiny. The second item was reliant on the findings of the review detailed above. Scrutiny were provided with the report in April and a joint meeting between Adult Social Care Scrutiny and Children's Scrutiny has been arranged for the 12th July to consider the Powys People Direct Review and actions taken in response to the findings.

The measures of success were not outlined but it was confirmed that these were being considered in light of what information Welsh Government requires to be collected. It was suggested that the time spent on hold when calling PPD should be monitored as part of the suite of success measure.

The Scrutiny Group met on 26th April, 2016 to consider an integrated pathway for older people and workforce. An updated Improvement Priority Plan was provided to the group. This meeting was attended by the Portfolio Holder, the Head of Operations for Adult Services and Head of Transformation for Adult Services.

Item 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.

This improvement item is being progressed by undertaking a pilot project in Ystradgynlais in May. This will be assessed to determine how integration works in practice. A 'taking stock' event has been held with the Health Board and the boundaries for rollout of the integration have been redrawn. There has been some delay in the implementation of a single management structure but as of 26th April the memorandum of understanding (for the Ystradgynlais pilot) was nearly ready for sign off. It is understood that each area will need a memorandum of understanding as the rollout progresses but these should be based on the initial document.

It was also noted that following revised governance agreements all Section 33 schedules are now managed through the Joint Management Board. It is understood that not all schedules are currently in place. Individual schedules under Section 33 are designed to protect both parties and scrutiny recommend that action is taken to ensure that where schedules under Section 33 should be in place they are properly made.

It was confirmed that whilst it had been intended that this project should be completed by December 2016 the taking stock event had led to a re-evaluation and this deadline may not now be achievable.

There appears to be some confusion regarding the baseline and targets under the measures of success and the Portfolio Holder and Head of Service confirmed these would need to be reconsidered.

Scrutiny were of the opinion that further examination of this item would be necessary and the following outcome was noted:

Outcome:

- **That this item is re-examined at the next meeting with further detail provided on:**
 - **The timeframe for roll-out across Powys**
 - **Reablement targets**
 - **Use of reablement staff on domiciliary care**
- **The risk regarding unsigned schedules under Section 33 be highlighted to Cabinet**

Item 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.

This item was not considered in detail at the meeting on 26th April as the most appropriate officer had not been invited. However, it was noted that the measures of success needed further consideration.

The following outcome was noted:

- **The newly appointed Joint Director of Workforce and Organisation Development attend a scrutiny meeting to discuss this part of the improvement plan.**

Conclusion

The Adult Social Care Scrutiny Group note the progress outlined to date and will take the opportunity to reconsider progress against these recommendations in July 2016.

The information provided during these meetings highlights 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.