

Health and Care Scrutiny Committee

Meeting Venue
Teams Live

Meeting Date
Wednesday, 26 May 2021

Meeting Time
10.00 am

For further information please contact
Lisa Richards

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County Hall
Llandrindod Wells
Powys
LD1 5LG

20 May 2021

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	ELECTION OF VICE CHAIR
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To elect a Vice Chair for the ensuing year.

3.	DECLARATIONS OF INTEREST
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To receive declarations of interest from Members.

4.	DISCLOSURE OF PARTY WHIPS
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To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that, under Section 78, Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

5.	MINUTES
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To authorise the Chair to sign the minutes of the last meeting as a correct record.
(Pages 3 - 6)

6.	MEASURES AND OBJECTIVES
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To consider measures and objectives for Q4 for Children's Services.
(Pages 7 - 22)

7.	RISK REGISTER
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To consider the service risk register as at Q4.
(Pages 23 - 26)

8.	ACCESS TO INFORMATION
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The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following item. His view on the public interest test (having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information). These factors in his view outweigh the public interest in disclosing this information.

Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

9.	SHORT BREAKS REVIEW
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To consider the report of the Portfolio Holder for Young People and Culture.
(Pages 27 - 34)

10.	WORK PROGRAMME
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To note the scrutiny forward work programme.
(Pages 35 - 36)

MINUTES OF A MEETING OF THE HEALTH AND CARE SCRUTINY COMMITTEE HELD AT TEAMS ON WEDNESDAY, 10 MARCH 2021

PRESENT

County Councillors A Jenner (Chair), J Gibson-Watt, S McNicholas, L Rijnenberg, K M Roberts-Jones, A Williams and J M Williams

Cabinet Portfolio Holders In Attendance: County Councillor M C Alexander

Officers: Dylan Owen, Head of Commissioning

1. APOLOGIES

Apologies for absence were received from County Councillors S Hayes and D Rowlands.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. DISCLOSURE OF PARTY WHIPS

There were no disclosures of party whips.

4. MINUTES

Documents:

- Minutes of the last meeting held on 28 January 2021

Outcomes:

- **The minutes were amended to reflect that when options for alternatives to the Welshpool Day Centre are developed, these should be considered by scrutiny**

5. ACCESS TO INFORMATION

RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

6. VALUING RESIDENTIAL CARE

Documents:

- Report of the Portfolio Holder for Adult Services
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Discussion:

- The Portfolio Holder explained the need for the review and the aim to achieve a stable care market
- There were fewer earlier admissions to residential care but those being admitted were older or had more complex needs
- Powys had received negative media reports last year as paying the lowest for places in residential care homes across Wales
- The proposals would drive quality and ensure appropriate recompense
- It will also emphasise that a career in care is valued which complements other initiatives such as the Powys Health Academy
- The Head of Commissioning provided a detailed presentation on the methodology used to assess care home costs and the results obtained
- The review had applied to 18 homes in the private sector but not to those homes subject to a separate contract with Shaw
- Uplifts had not been provided in recent years and whilst value for money had been obtained, the value of care had not been recognised
- The Authority has worked on the basis of 95% occupancy in the past but, in line with Welsh Government requirements, will now work on the basis of 90% occupancy through the remainder of the pandemic until reverting to 95% occupancy when business as usual resumes.
- Actual occupancy through the pandemic has been between 70% and 80% with the Welsh Government Hardship Fund providing financial support to bridge the gap
- The Committee asked if occupancy rates were likely to fall further after the pandemic – the Welsh Government is predicting a slow increase in demand for care homes. Providers are already concerned about their sustainability in the short term. The Welsh Government Hardship Fund has been extended for a further 6 months – this contributes £50 per resident per week to a home. If there is lower than 90% occupancy compared to the levels for 2019/20, the Welsh Government is paying for those voids. In the longer term with increased use of technology and extra care housing, there may not be the demand for residential care homes. Ideally that funding could be used to support people within their own communities. There is concern that there could be unplanned closures but there is a recognition that there may not be the demand for as many care homes.
- Gold and Silver standards will be created which will encourage homes to invest over the longer term in improving accommodation. Officers said that a premium would be continued for those who can provide a gold standard
- Members asked how the changes mean we now compare to other authorities and officers confirmed we will sit above average.
- Self-funders and those from out of county are subject to separate arrangements with individual homes
- The homes have been advised of the outcome of the review and have welcomed the proposals
- The Head of Commissioning was asked which was more cost effective, caring for someone at home or in residential care. Caring for someone at home would be cheaper but the Welsh Government have placed a cap on charges – residential care is means tested and generally generates more income making it cheaper to care for someone in a residential setting.
- The need for continuing specialised care was noted

- Members asked what day care services may be provided to supply respite for carers. The Portfolio Holder suggested that a scrutiny session on day care opportunities be held. The views of service users have changed over the course of the pandemic. The Chair and Portfolio Holder agreed to discuss a way forward outside of the meeting.
- It was suggested that by introducing the proposals and a positive communication strategy, this could have a positive impact on recruitment and should be promoted in this way – communications were proposed over the next few days. Members needed to be aware that the Pre-Election Period would commence on 19 March 2021
- Rockhaven were the company used to provide the specialist knowledge to undertake the review. There had not been the capacity within the service to undertake the review in house. The Chair emphasised the need for Members to be aware of the costs and the value obtained
- Providers are aware that additional payments are finite and will not continue after the pandemic. The Head of Commissioning meets with providers on a weekly basis and confirmed that they are aware of the limitations of additional support
- There is awareness that the care home market may reduce through less demand, but this needs to be managed to ensure genuine options are available.
- Third party top up payments have been challenging and it is hoped that the proposals will avoid the need for any future top up payments.

Outcomes:

- **The proposals were supported**
- **The Chair and Portfolio Holder to discuss future scrutiny of day opportunities and respite care**
- **A copy of the presentation to be circulated to Members for information**

7.	WORK PROGRAMME
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The proposed work programme was noted.

County Councillor A Jenner (Chair)

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Ref	Quarter	quarter ending	Year	Objective	Responsible Officer	Completion Date
91	Q4	31/03/21	2020/21	Promote access to a range of Early Help services, which families can access preventing the need for statutory intervention.	Karen Sharp	01/03/22
92	Q4	31/03/21	2020/21	Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that	Stephen Pearce	01/09/20
93	Q4	31/03/21	2020/21	'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.	Sharon Powell and Audrey Somerton-Edwards	01/12/20
94	Q4	31/03/21	2020/21	Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.	Joanna Harris	01/03/21

95 Q4	31/03/21 2020/21	Achieve the best possible outcomes for those children in our care by providing good parenting, specialist support and clearly planned journeys through care into adulthood	Audrey Somerton-Edwards	
96 Q4	31/03/21 2020/21	Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice	Holly Gordon	
97 Q4	31/03/21 2020/21	We will work with partners to support parents by building a strong bond / attachment with their children and promote social, emotional and academic development, and to support children to transition effectively into school	Karen Sharp and Joanna Harris	
98 Q4	31/03/21 2020/21	We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals to encourage staff to think differently, act differently and therefore deliver differently.	Holly Gordon	
200 Q4	31/03/21 2020/21	As part of our Pathway Planning Children's Services will ensure that all 18 year old care leavers are registered to vote	Audrey Somerton-Edwards	31/03/21
201 Q4	31/03/21 2020/21	Develop in house apprenticeships for care leavers within new Children's Services structure (IP 116)	Holly Gordon	31/03/21

202 Q4	31/03/21	2020/21	Arrange a representative of the Children Looked After Forum and Care Leavers Forum to sit on the Corporate Parenting Group.	Holly Gordon	31/03/21
203 Q4	31/03/21	2020/21	Organise a Member Development session which enables the Young People's Forum to engage with Members	Jan Coles	31/03/21

Vision 2025 Outcome	Objective Category	Lead Service	BRAG
Health and Care	Vision 2025 Corporate Improvement Plan Objectives the service is leading on	Children's Services	Green
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Health and Care	Vision 2025 Corporate Improvement Plan Objectives the service is leading on	Children's Services	Amber
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Health and Care	Vision 2025 Corporate Improvement Plan Objectives the service is leading on	Children's Services	Green
Learning & Skills	Vision 2025 Corporate Improvement Plan Objectives the service is leading on	Children's Services	Green
Making it Happen	Vision 2025 Corporate Improvement Plan Objectives the service is leading on	Children's Services	Green
	Service Improvement / Budget and Efficiency Objectives	Children's Services	Amber
	Service Improvement / Budget and Efficiency Objectives	Children's Services	Amber

Service Improvement / Budget and Efficiency Objectives	Children's Services	Amber
Service Improvement / Budget and Efficiency Objectives	Children's Services	Red

Achievements

In Q4 we have continued to embed and develop our Early Help Offer. The Early Help Strategy has received sign off by Cabinet and we are continuing to work with our partners in Corporate Communications planning the formal launch of Early Help in early summer. We have continued to work with our multi agency partners developing and strengthening the team around the (school) cluster which is providing all schools in Powys with the opportunity to receive early informal information, advice and signposting, strengthening relationships between agencies and promoting the everybody's business model. We are also working with our multi agency colleagues on an Integrated access to Services panel which will enable CYPF's to access a range of multi agency Early Help at the very earliest opportunity, avoid duplication / families having to navigate multiple services and supports the 'no Wrong Door approach' adopted by Welsh Government. We have continued to provide both face to face Early Help and parenting support via virtual parenting groups. During Q4, the Early help team family support workers supported a total of 248 children and young people. This included 1,479 individual 1:1 sessions (either virtually or in person).

We are very pleased with the progress made as children and families are receiving support at the earliest opportunity. We have over 80% satisfaction rates from those being supported by the service.

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The Closer to Home initiative facilitates a reduction in the children looked after cohort by working closely with nuclear and extended families to achieve permanence.

However, there are some areas in which we can improve.

Our child protection registration numbers continue to decrease demonstrating that plans are effective around safeguarding.

16 plus accommodation project is progressing with a very successful meet the buyer event held in March 21.

Regional Market Position Statement for residential and foster care completed for publication for Mid and West Wales Region.

The Closer to Home strategy facilitates placements that enable children to remain in their communities and develop effective social networks and maintain contact with birth family.

We continue to offer varied and accredited training opportunities to foster carers to ensure that children receive a high standard of substitute care.

A Practice Development Manager has now been employed who will lead the workforce unit and CS QA activities. The QA Framework is in its final stages which will uphold the audit activities and ensure that a cycle of learning is completed. The training tendering process for 2021 has been successful and the training plan will now be developed with successful providers. The grow our own scale up is on track and additional finances have been secured to fulfil the project aims.

Parenting support and training has moved to online delivery. Feedback has been positive with regard to accessibility and reach.

Additional ICT resources have been purchased to support families with accessing online parenting sessions.

The social care values across the service are fully embedded. This years appraisals have been given attention in various forums to ensure staff are clear about the process and a new format for the appraisal document has been developed. Staff have been advised via staff roadshows and meetings that appraisals are key for applications to the qualification panel. A drive for increased practice educators is occurring. This years workforce budget is heavily committed to support staff development and qualifying social work qualifications.

The Pathway Plan document has been amended to monitor electoral registration for young people reaching the required age for voting.

There are limited opportunities for care leavers in CS due to the nature of work undertaken. However, the apprenticeships for the LA are currently being developed and a number will be ringfenced for care leavers. There are 3 opportunities currently in Commissioning. Additionally, the kick start schemes are also being explored. A kickstart lead is being employed by workforce futures who can develop this further.

A recent participation event has been held with the 14 plus team and participation unit which involved 6 young people and give an opportunity to share various groups which they could contribute to. There was interest expressed in joining the corporate parenting group.

The service continues to find ways of communicating with children and young people to seek their views and encourage participation during the COVID-19 pandemic.

Issues (To be completed for RED or AMBER BRAG)

Green

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There are children who have been looked after for considerable periods of time that need to be re-considered in the context of reunification with family or carers becoming Special Guardians.

There is a significant difference in the number of older children achieving permanence compared with babies and very young children.

To further strengthen stepping down families to early help.

We are increasingly finding it difficult to find appropriate placements for children and young people with complex needs both in and out of county and country.

There parents with children in looked after system who would benefit from specialist support to reach a higher level of parenting ability to enable children to move seamlessly back to the care of parents.

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Ensure that partner agencies fulfil their duties as corporate parents.

Care leavers need to be supported to acquire independence skills at a pace to suit their individual needs.

The electoral registration discussion will need to be embedded into practice and ensure that young people understand the importance of participating in shaping services and communities.

The nature of social care and protection services may be re-traumatising for care leavers and limits the ability to provide apprenticeships in CS. It is preferable for a continue dialogue with organisational development to secure places in other service areas.

Participation need to follow this up and ensure the young person is able to contribute meaningfully and support is provided.

Due to the COVID-19 pandemic and the Local Authority moving into business continuity plans, the Member Development Sessions are postponed.

Future Actions to Address Issues/ Risks (To be completed for RED or AMBER BR)



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Continue to work to the Principals of the Closer to Home strategy.

Develop a service that inspires confidence that Special Guardians will be supported financially, practically, and emotionally.

Fully utilise the Family Network Meeting mechanism to engage and reassure families that we are keen to work in partnership.

Recognise and embrace the Torfaen Practice Guide for Accelerated Discharge in partnership with CAFCASS to ensure children do not remain looked after any longer than necessary.

We are currently reviewing all our children subject to a care and wellbeing plan for the children in North Powys as part of a Early Help project.

Continuing the work on the closer to home project.

Developing the 16+ accommodation commissioning project.

We continue to progress with the safe accommodation for children with complex needs project.

Monitor and guide plans for reunification through the Legal Planning and Accelerated Discharge mechanisms.

Offer Intervention and Prevention support to families to develop intuitive and insightful parenting skills to meet the needs of their children.

Monitor and support the input from partner agencies to children looked after through the Corporate Parenting Panel.

The potential to monitor the uptake of electoral registration needs to be monitored through performance reporting on an annual basis.

Continued engagement with apprenticeship schemes and kick start schemes to promote opportunities for care leavers.

Follow up with young person required and support to attend and contribute to the CPG.

Arrange a member development session with young people once the LA moves out of business continuity plans.

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Service Risk Register

Risk Ref	Service Area	Rating	Portfolio Holder	Director or Head of Service	Risk Identified	Potential Consequence	Notes
CS0081	Children's Services	9	Cllr Rachel Powell	Alison Bulman	<p>BUDGET: If Children's Services are unable to manage within budget due to:</p> <ul style="list-style-type: none"> - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding 	<p>Then this will have implications for the whole Council:</p> <ul style="list-style-type: none"> - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope 	
CS0082	Children's Services	6	Cllr Rachel Powell	Alison Bulman	<p>BUSINESS AS USUAL DELIVERY: If the service cannot deliver mission critical activities due to:</p> <ul style="list-style-type: none"> - Brexit - COVID-19 - WCCIS unreliability 	<p>Then there is a risk of harm to citizens alongside significant reputational damage for the Council.</p> <ul style="list-style-type: none"> - Ability to recruit and retain staff - Ability to recruit and retain foster carers - Ability to successfully award contracts that deliver mission critical services - Ability to maintain practice standards through robust quality assurance - Sustainability of commissioned providers 	

Risk Ref	Service Area	Rating	Portfolio Holder	Director or Head of Service	Risk Identified	Potential Consequence	Notes
CS0083	Children's Services	6	Cllr Rachel Powell	Alison Bulman	<p>PROJECT AND TRANSFORMATIONAL DELIVERY: If the service cannot deliver upon its transformational and project activities due to:</p> <ul style="list-style-type: none"> - Impact of COVID-19 - Financial/human resource capacity to deliver projects 	<p>Then we will not have a sustainable model of care/ delivery model:</p> <ul style="list-style-type: none"> - North Powys Wellbeing Programme undelivered - Safe Accommodation for children with complex needs undelivered - 16+ accommodation undelivered - Unable to decommission services successfully funded through ICF monies 	
CS0084	Children's Services	6	Cllr Rachel Powell	Alison Bulman	<p>STAFF: If social services are unable to support staff wellbeing because</p> <ul style="list-style-type: none"> - The hazards identified and recorded on DRAIG have not been transferred to WCCIS - There is no sufficiency of PPE - Staff experience professional and social isolation through home-working - There are unmanageable workloads 	<p>Then service delivery will be impacted</p> <ul style="list-style-type: none"> - Unable to recruit sufficiently qualified and experienced staff - Unable to meet statutory duties - Citizens will be at risk of harm - Excessive staff sickness levels 	

Risk Ref	Service Area	Rating	Portfolio Holder	Director or Head of Service	Risk Identified	Potential Consequence	Notes
CS0085	Children's Services	4	Cllr Rachel Powell	Alison Bulman	<p>CITIZENS: If services are not of a high quality due to</p> <ul style="list-style-type: none"> - Inability to undertake regular quality assurance work - Inability to convene Children and Young People Participation Opportunities - Inability to support young carers and families - Inability to adequately train and develop staff - Inability to undertake DoLS (to be Liberty Protection Safeguards) authorisations in a timely manner - COVID-19 impact on availability of other public services 	<p>Then citizens may be at risk of harm</p> <ul style="list-style-type: none"> - Quality of services may reduce - Failure to listen to children's views - Unpaid carers may fail to provide care resulting in requirement for LA provision - Untrained staff may provide service users at risk - Individuals who lack capacity may be deprived of liberty without authority - More people may become unwell due to COVID-19 	<p>Ensure that regular quality assurance work is undertaken and considered by Head of Service</p> <p>Ensure Children and Young People Participation Opportunities are convened regularly</p> <p>Work with Credu to support unpaid carers to enable them to do what matters to them</p> <p>Ensure that staff are offered appropriate training to their roles and responsibilities</p> <p>Ensure staff are supported, trained and supervised in their Liberty Protection Safeguards responsibilities (currently DoLS)</p> <p>Support service users, staff and all public services with the response to COVID-19</p>
CS0086	Children's Services	15	Cllr Rachel Powell	Jan Coles	<p>WCCIS - If the unreliability of WCCIS is not resolved:</p>	<p>Then</p> <ul style="list-style-type: none"> • Veracity of decision making around children in Powys will be compromised, leading to poor outcomes • There will be delays in making decisions and taking action to keep children safe • The safeguarding of children and adults in Powys will be compromised • There will be significant delays in delivering time critical care and support ad protection • We will not be able to respond effectively to out of hours emergencies • Staff morale will be affected further, leading to increased sickness absence and staff leaving 	

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By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Health and Care Committee	
2021	
20/01/21	Cancelled
28/01/21	Health and Care Budget
05/03/21	Cancelled
10/03/21	Valuing Residential Care
14/04/21	Cancelled
26/05/21	Q4 Performance Report Q4 Risk Report Short Breaks Review
27/05/21	Quarter 4/End of Year Performance Report Quarter 4/ End of Year Strategic Risk Register Report
25/06/21	North Powys Project governance and update on Programme Business Case Domiciliary Care: Market Position Statement and Powys Pledge
23/07/21	Q1 Finance and Cost Reductions The Impact of COVID-19 on Provision of Daytime Opportunities in Powys
08/09/21	ACRF
24/09/21	Joint Working - Jamie Marchant (PtHB)

Health and Care Committee	
04/11/21	
16/12/21	