

CYNGOR SIR POWYS COUNTY COUNCIL.

EXTRAORDINARY MEETING OF COUNCIL

Tuesday, 8th May, 2018

REPORT AUTHORS: County Councillor Rosemarie Harris, Executive Leader of the Council

County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care,

Dr Mohammed Mehmet, Acting Chief Executive

Alison Bulman, Director of Social Services

SUBJECT: Response to the Adult Services Inspection Report May 2018

REPORT FOR: Decision

1. Summary

- 1.1 The report sets out the Council's initial response to the report of the Adult Services Inspection published by Care Inspectorate Wales (CIW) on 1st May 2018

2. Proposal

- 2.1 The Council will want to provide the residents of Powys and other stakeholders with realistic reassurance that:
- it takes seriously the need to respond to the findings and recommendations in the report effectively and at pace;
 - it will amend promptly the comprehensive improvement programme already in place for adult social care so that all the concerns raised by the inspectors are tackled as soon as possible;
 - it is absolutely determined that adults in need of care and support or at risk and their carers will receive the high quality services upon which they depend for their safety and well-being.

3. Options Considered / Available

- 3.1 This report for a Special Meeting of Council is intended to provide Members with an early opportunity to consider and respond to the CIW Inspection Report on Adult Services ("the Inspection Report") (See Annex 1) and to help decide how we will continue to meet the challenges it poses.

- 3.2 The Leader and Portfolio Holder accept the report, acknowledging that the findings and recommendations are reasonable and fair. They align closely with the self-assessment provided to the inspectors as part of our advance information and with the Improvement Plan for Adult Services 2017-2023 already in place. The inspectors have provided valuable feedback about the areas where improvement is needed most urgently, which will be used to support our plans for strengthening services. We are grateful for their contribution.
- 3.3 The Inspectorate recognises the many positive factors upon which the Council can continue to build. The inspectors saw evidence that:
- safeguarding referrals that explicitly articulated and clearly identified risks received a robust, timely response;
 - some people received good care and support;
 - some people were benefiting from proportionate and strengths-based assessments of their care and support needs.
 - people and their carers and families were involved in co-production of some assessments;
 - there were many good quality care and support plans in Powys;
 - there was good co-operation between frontline health and social care staff and a range of voluntary sector and community groups;
 - staff were committed to improving services – they had high morale, knew what good looks like, enjoyed working for Powys, and showed professionalism while coping with many changes;
 - vacancies were being filled and this has been accompanied by an increase in resources;
 - senior managers and elected members held a shared vision for improving safeguarding and for promoting services that supported people to lead independent lifestyles.
- 3.4 However, the inspectors also identified significant concerns in key areas: accessing services; consistent assessments; unacceptable backlog of safeguarding work at screening and enquiry stages; safeguarding systems, delays in providing the services set out in care and support plans; and performance management. These are all major issues and the inspectors concluded that substantial improvements were required. Where some residents may not have received the quality of service which they need and to which they are entitled, the Council wishes to express its genuine regret to them.
- 3.5 Inevitably, an inspection can only reflect what is happening at the time it took place. The inspection took place at a time when the Council was engaged in responding to the children's services inspection report, with interim management arrangements across a range of posts and recruitment problems in some areas of adult services. The report does acknowledge that an improvement plan was already in place to deal with concerns and that the Council was committed to providing the resources needed for delivering the plan in full. The Leader acted to include the adult services improvement plan within the remit of the independent Improvement Board. At the same time, we were

strengthening the framework needed to ensure that the local authority is better placed to sustain and improve services. There were significant developments in improving corporate and political support; planning and partnerships; internal and external scrutiny; workforce planning; effective use of resources; and service commissioning. This was helping us to tackle robustly some of the problems identified, partly through applying the lessons learned from driving forward improvement in children's services.

3.6 Areas where progress can be confirmed include the following.

- The Council has agreed that considerable funding can be made available for improvement work, where necessary (up to £6.5m over the next 12 months).
- Powys People Direct, the contact centre for adult services, now has more staff and there is an improvement project to change the service model so that we can ensure better access. Staff within the service have been released from day-to-day operations to undertake this work. Abandoned call rates are reducing.
- Front line staff are being recruited at all levels.
- There are no long waiting lists for new assessments.
- A programme of mandatory training is under way to support staff with supervision, case recording and the use of the Wales Community Care Information system (WCCIS). Further training has been arranged for outcome-focused care planning, safeguarding and the Mental Capacity Act.
- Safeguarding systems have been strengthened with a fully embedded risk assessment approach to screening and decision-making. There has been significant improvement in the rate of safeguarding enquiries which receive a timely response (up to 95% for April).
- The service have increased the Quality Assurance resources available to Adult Social Care and put in place a work programme for the year. Performance management systems are improving and we will build upon the significant progress made in children's services.
- The Director of Social Services and Heads of Service are now in place on a full time basis.
- The Integrated Health and Care Strategy for Powys has been endorsed by statutory agencies and the Third Sector.
- Significant investment made by the council in the service has enabled front line recruitment to commence.

4. Preferred Choice and Reasons

4.1 We anticipate that Members will want to consider the inspection report thoroughly, take into account the Council's response to the challenges and receive further reports about plans for dealing with the issues raised and all the recommendations made by the Inspectorate.

- 4.2 Recommendations in the report to improve adult services will need to be implemented as soon as possible, with the new Acting Chief Executive and the new Director of Social Services playing key roles in the improvement programme, alongside key partners. There are sixteen recommendations, six as immediate priority and ten within 12 months. The Inspectorate anticipates that some of the changes can be made without delay and quickly achieve a positive impact. The Council has 20 working days to review and submit its revised Improvement Plan. Progress in implementing the plans for both children's and adult services will continue to be monitored by Care Inspectorate Wales. It does not propose any additional monitoring in response to the adult services inspection report but it does reserve the right to re-inspect within 18 months. The inspection recognised the existing Improvement Plan and investment made by the Council. A revised Adult Services Improvement Plan will fall under the remit of the external Improvement and Assurance Board which is currently in operation.
- 4.3 In November last year, the Leader asked the Cabinet Secretary for Local Government and Public Services for support. He subsequently exercised his powers under the Local Government (Wales) Measure 2009 to provide the Council with a comprehensive package of support to assist with corporate improvement. As a consequence, Mohamed Mehmet has taken up the role of Acting Chief Executive. Also, a new Improvement and Assurance Board has been established with a broader remit than the former Social Services Improvement Board. Welsh Government and the Council appointed Bozena Allen, a former Director of Social Services, to the role of the Social Services external member and Jaki Salisbury, a former Chief Executive and Director of Finance, to the corporate role on the Board. They are experts in their field, with a proven track record of successfully implementing and leading organisations during periods of transformational change. The Council welcomes this additional support and oversight. The Cabinet Secretary provided an Oral Statement in the Senedd on 01 May, outlining his expectations now that the support arrangements are established. There are no plans for formal intervention in respect of adult services.
- 4.4 Chief Inspector, Gillian Baranski said in a statement made when the inspection report was published: "Recent developments such as the broadened remit of the Improvement and Assurance Board, coupled with the appointment of a permanent statutory director of social services, should mitigate the risks inherent in the issues highlighted in this inspection report, and drive the improvements required to ensure positive outcomes for adults in need of care or support and their carers in Powys."

5. Impact Assessment

- 5.1 Is an impact assessment required? No
- 5.2 If yes is it attached? N/A

6. Corporate Improvement Plan

- 6.1 In Vision 2025, the Council has committed to leading the way in providing effective, integrated health and care in a rural environment. In Adult Services, this means we will:
- Improve access to services through timely information, advice and assistance, as well as receiving and processing enquiries appropriately and swiftly.
 - Keep safe, adults at risk by ensuring that initial screening of concerns is effective and consistent, with a prompt assessment of risk and safeguarding action.
 - Avoid delays by providing sufficient service and fieldwork capacity.
 - Meet new statutory responsibilities towards individual and their carers by increasing the range and quality of the services available for meeting needs.
 - Focus on well-being and supporting people through the life course.
 - Work with our strongly connected local communities to develop and strengthen community skills and resources that support people's well-being
 - Ensure the well-being of unpaid carers before, during and after caring through information, advice and assistance, supporting education, skill and training opportunities for employment, respite and community support
 - Enable and support people to make decisions and take actions to improve their health and well-being and avoid or reduce ill health.

Our improvement plans are aligned with the Joint Area Plan 2018-2023, managed through the Regional Partnership Board.

7. Local Member(s)

- 7.1 The inspection report and the response of the Council applies with equal force across the whole County.

8. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes/No

If so please provide their comments

9. Communications

Have Communications seen a copy of this report? Yes

Have they made a comment? If yes, insert here.

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

10.1 Legal: The recommendation can be supported from a legal point of view

11. Scrutiny

Has this report been scrutinised? No

If yes, what version or date of report has been scrutinised?

Please insert the comments.

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

12. Statutory Officers

12.1 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

13. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
1. Council notes the contents of the Adult Services Inspection Report and accepts the recommendations made.	To ensure good governance and to comply with the recommendations of Care Inspectorate Wales.
2. Council notes the work that has been put in hand to address the Inspectorate's concerns and the arrangements in place to respond to the recommendations in the report.	

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All Members
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Person(s) To Implement Decision:	The Leader
Date By When Decision To Be Implemented:	30th May 2018

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