

## DINAS A SIR ABERTAWE

### HYSBYSIAD O GYFARFOD

Fe'ch gwahoddir i gyfarfod

### PANEL PERFFORMIAD CRAFFU - GWASANAETHAU I OEDOLION

**Lleoliad:** Ystafell Bwyllgor 6, Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Mawrth, 8 Awst 2017

**Amser:** 3.30 pm

**Cynullydd:** Y Cynghorydd Peter Black

#### Aelodaeth:

Cynghorwyr: V M Evans, C A Holley, P R Hood-Williams, S M Jones, J W Jones,  
A Pugh a/ac G J Tanner

Aelodau Cyfetholedig: T Beddow

### AGENDA

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)
- 3 Nodiadau o'r Cyfarfod a Gynhaliwyd ar 5 Ebrill 2017 1 - 3
- 4 Trosolwg o'r blaenoriaethau a'r heriau allweddol i'r Gwasanaethau i Oedolion yn Abertawe  
  
Cyflwyniad gan Alex Williams, Pennaeth y Gwasanaethau i Oedolion
- 5 Rôl y panel gan gynnwys y Cylch Gorchwyl a'r Rhaglen Waith Ddrafft 4 - 10
- 6 Llythyrau 11 - 29
  - a) Llythyr y cynullydd at Aelod y Cabinet (cyfarfod 8 Mawrth 2017)
  - b) Ymateb Aelod y Cabinet (cyfarfod 8 Mawrth 2017)
  - c) Llythyr y Cynullydd (1) (cyfarfod 5 Ebrill 2017)
  - ch) Llythyr y Cynullydd (2) (cyfarfod 5 Ebrill 2017)
  - d) Llythyr y Cynullydd (cyfarfod ychwanegol 13 Mehefin 2017)
  - dd) Ymateb Aelod y Cabinet (cyfarfod ychwanegol 16 Mehefin 2017)

**Cyfarfod nesaf:** Dydd Mercher, 20 Medi 2017 ar 3.00 pm

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Mawrth, 1 Awst 2017**

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**Cyswllt: Craffu 01792 637314**

## **Notes of the Adult Services Scrutiny Performance Panel 5<sup>th</sup> April 2017**

### **Attendees**

Peter Black (Chair)  
Paxton Hood-Williams  
Gloria Tanner  
Tony Beddow (Co-opted member)

Mark Child, Cabinet Member for Healthy City and Wellbeing

### **Officers**

Phil Roberts, Dave Howes, Alex Williams

#### **1. Apologies**

Chris Holley, Sue Jones, Uta Clay

#### **2. Meeting Notes 8 March**

Noted

#### **3. Objective Setting for Senior Officers**

Phil Roberts, Chief Executive, gave a presentation to the Panel (circulated separately).

#### *Discussion points*

- Relationship with Cabinet structure and the difference between national government (civil service accountable to ministers) and local government (officers accountable to council)
- Political objective setting via policy commitments agreed by Council
- When things go wrong? Chief Executive holds officers to account as head of paid service, Chief Executive is held to account by members.
- Relationship between senior officers and cabinet still very important and requires trust and respect
- Importance of scrutiny in accountability framework and importance of council chamber as ultimate level of scrutiny
- Need for scrutiny to be properly resourced albeit in the context of reducing resources – essential for scrutiny to be focussing on right things
- Importance of having specific objectives and being able to say when something has been achieved (targets cannot include the word 'ongoing')
- Plans to make Chief Executive objectives public in future

#### **4. Local Area Coordination Evaluation Report**

Alex Williams, Head of Adult Services, and Councillor Mark Child, gave a presentation to the Panel (circulated separately)

In summary: The evaluation shows the preventative benefits of the programme and the Council is planning to fund two additional coordinators. The council will be asking the Public Services Board to fund a further two.

#### *Discussion Points*

- The credibility of the monetary case for the programme particularly the lack of 'cashable' benefits that could be applied to specific budgets as savings
- The value, nevertheless, of the well-being benefits of the programme
- The difficulty generally of evaluating prevention programmes balanced against the need to take action in the face of rising demand and potential future crises for services as a result
- The robustness of the evaluation and the corroboration from other areas
- The piloted, cautious approach to implementation
- Whether this investment could be better spent on other prevention programmes?
- The potential for the programme to stimulate 'hidden need' that might otherwise not require services
- The importance of partner funding / involvement
- The importance of having the right indicators of success – and of continuing monitoring by scrutiny – will be incorporated into Adult Services Performance Report

#### **AGREED**

- Overall a good report and a good start but further work needed on developing performance measures in particular

#### **5. Update of Western Bay Intermediate Care Services Model**

Karen Gronert, Head of Nursing, ABMU, attended for this item and gave a presentation along with Alex Williams (circulated separately).

#### *Discussion Points*

- The staffing and opening hours of the acute clinical response service
- Swansea hospital admissions for those 80+ and whether more research would be useful
- Accommodation issues in Gorseinon – a solution is being sought to this problem
- Disparity in pay scales for Occupational Therapists between council and health staff – Local authority staff are paid a market supplement to address this – the aspiration is to have common terms and conditions for all health and social care employees at some point
- The importance of ensuring the right performance indicators – these are included in the Adult Services Performance Framework

#### **6. Review of the Year**

*Issues for improvement:*

- Number of agenda items / length of presentations
- Work planning / early involvement of officers

*Topics for future scrutiny:*

- Local Area Coordination
- Intermediate care
- Deprivation of Liberty Safeguards
- Focus on Performance Framework for Adult Services – at least quarterly

**7. For Information – Convener’s Letter (8 march Meeting)**

Noted

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**AGREED**

Letter to be sent to the Cabinet Members covering the main points.

# Agenda Item 5

## Adult Services Scrutiny Performance Panel 8 August 2017

### ROLE OF THE ADULT SERVICES SCRUTINY PERFORMANCE PANEL

#### 1. Introduction

- 1.1 The main aim of scrutiny is to act as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions. Councillors involved in scrutiny will hold the Council's executive to account and examine the work of Council departments, as well as other public services.

#### 2. Role of the Adult Services Scrutiny Performance Panel

- 2.1 The role of this Panel in general is to receive and request relevant performance reports to monitor and challenge assessments on service performance and quality in respect of adult social services.

On behalf of the Panel, the convener will write to the relevant Cabinet Member raising issues of concern, comments and recommendations as appropriate following Panel meetings.

Terms of Reference are attached in **Appendix 1**.

#### 3. Membership

- 3.1 8 Councillors sit on this Panel. They are:

Peter Black	Gloria Tanner
Paxton Hood Williams	Alyson Pugh
Mandy Evans	Susan Jones
Jeff Jones	Chris Holley

- 3.2 One co-optee sits on this Panel: Tony Beddow.

#### 4. Adult Services Scrutiny Performance Panel Convener

- 4.1 Scrutiny Conveners are appointed by the Scrutiny Programme Committee to lead specific activities. Peter Black will convene the Adult Services Scrutiny Performance Panel.

- 4.3 Councillors who are appointed as conveners will be responsible for ensuring that Panels are operating effectively. A role description for conveners is attached in **Appendix 2** (taken from 'New Scrutiny Arrangements' Council Report 18 October 2012)

#### 5. The Work Programme for 2017/18

- 5.1 The Adult Services Scrutiny Performance Panel Work Programme has been developed based upon core annual items, topic suggestions received and input from the Head of Adult Services. This draft work programme is a basic framework that allows for further items to be added or removed based on your discussions today. It also allows for flexibility throughout the year for key items that may arise.
- 5.2 All meetings will be at 3.30pm (apart from 20 September which will be at 3.00pm) with a preparation meeting at 3.00pm and will be held in a committee room in the Guildhall unless otherwise stated.

<b>Meeting Date</b>	<b>Items to be discussed</b>
<b>Meeting 1</b> Tues 8 August 2017  3.30pm	<b>Overview of key priorities and challenges for Adult Services in Swansea</b> <i>Presentation by Alex Williams, Head of Adult Services</i>  <b>Role of the Adult Services Scrutiny Performance Panel</b> including Terms of Reference and Work Programme  <b>Letters to / from Convener</b>
<b>Meeting 2</b> Wed 20 September 2017  <b>3.00pm</b>	<b>Prevention</b> including (i) Update on Local Area Coordination (LAC) and (ii) Supporting People <i>Alex Williams, Head of Adult Services and Mark Wade, Housing</i>  <b>Overview of Western Bay Programme</b> <i>Sara Harvey, Programme Director</i>
<b>Meeting 3</b> Tues 17 October 2017  3.30pm	<b>Performance Monitoring</b>
<b>Meeting 4</b> Tues 21 November 2017  3.30pm	<b>Demand Management</b> including Deprivation of Liberty Safeguards (DoLS)
<b>Meeting 5</b> Tues 19 December 2017  3.30pm	<b>Workforce Development</b>  <b>Systems Support</b>
<b>Meeting 6</b> Tues 16 January 2018  3.30pm	<b>Performance Monitoring</b>

<b>Additional meeting</b> (Feb 17?)	Draft budget proposals for Adult Services
<b>Meeting 7</b> Tues 13 February 2018  3.30pm	<b>Intermediate Care</b> including DFGs  <b>DoLS Update</b>
<b>Meeting 8</b> Tues 20 March 2018  3.30pm	<b>Commissioning Reviews - Domiciliary Care and Procurement Update</b>  <b>Cabinet Member presentation and Q and A Session</b>
<b>Meeting 9</b> Tues 17 April 2018  3.30pm	<b>Performance Monitoring</b>

## 6. Finding Effective Ways of Working

6.1 The panel should take the opportunity to discuss how it can work most effectively, for example in its preparation for meetings:

- Developing Questions and Questioning Strategy
- Use of short Pre-meetings / Post meetings / summing up
- Team / Inclusive Working and Communication
- Decorum at meetings
- Any other practical considerations.



## **Adult Services Scrutiny Performance Panel**

### **Terms of Reference**

**1. Why this topic is important?**

- The service is undergoing major change and it is vital that performance is maintained and that further improvements are made across all areas of the service
- It is an area of high demand and high spend - there are significant financial pressures in this service area
- Corporate Priority One – Safeguarding Vulnerable People

**2. What is the purpose of the Panel?**

The Panel will:

- Receive and request relevant performance reports to monitor and challenge assessments on, and outcomes of service performance and quality in respect of adult social services
- Assist the Executive in containing departmental spend in this high spend, demand led service area
- Consider best practice in other organisations
- Engage the third sector and other providers involved in the delivery of adult services
- Hold the Executive to account
- Consider the performance of Western Bay, regionally provided services and the impact of the integrated health and social care fund
- On behalf of the Panel, the convener will write to the relevant Cabinet Member raising issues of concern, comments and recommendations as appropriate following Panel meetings
- Report on progress to the Scrutiny Programme Committee on a regular basis throughout the year. The Panel may also raise issues, as appropriate, with the Committee.

**3. Meetings:**

The Panel will meet on a monthly basis.

**4. Support**

Lead Scrutiny Officer: Liz Jordan ([Liz.jordan@swansea.gov.uk](mailto:Liz.jordan@swansea.gov.uk) )  
Tel: 01792 637314

**Scrutiny Convener Role Description**

**1. General**

- 1.1 The Scrutiny Convener will be responsible for a portfolio of scrutiny topics that they will manage and deliver. These topics, allocated by the Council's Scrutiny Programme Committee, will not be confined to a single subject or department. The scrutiny work led by these conveners will be done through informal task and finish groups / panels and the conveners will chair the meetings of these groups. Conveners will be accountable to the Scrutiny Programme Committee.

**2. Providing leadership**

- 2.1 To provide confident and effective management of the topics for which they are responsible.
- 2.2 To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.
- 2.3 To contribute to the development of a balanced scrutiny work programme.
- 2.4 To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.
- 2.5 To demonstrate an objective and evidence based approach to scrutiny and to facilitate the identification of conclusions and recommendations accordingly.
- 2.6 To evaluate the impact and added value of scrutiny activity and identify areas for improvement.
- 2.7 To promote cross party working.
- 2.8 To keep any relevant deputies fully involved and informed to ensure they are able to cover the conveners' role as required

**3. Managing the work programme**

- 3.1 To ensure that the work programme is delivered.
- 3.2 To report on progress against the work programme to Council, and others as appropriate.
- 3.3 To liaise with officers, other members and community representatives to resource and deliver the work programme.

## **4 Effective meeting management**

- 4.1 To set agendas containing clear objectives and outcomes for meetings.
- 4.2 To manage the progress of business at meetings, ensuring that meeting objectives are met.
- 4.3 To ensure that the necessary preparation is done beforehand.
- 4.4 To ensure that all participants have an opportunity to make an appropriate contribution

## **5 Community leadership**

- 5.1 Where necessary to act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- 5.2 To build understanding and ownership of the scrutiny function within the community.
- 5.3 To involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.
- 5.4 To support the involvement and development of scrutiny members
- 5.5 To encourage high performance from all scrutiny councillors in task and finish groups.
- 5.6 To assess individual and collective performance within task and finish groups and facilitate appropriate development.

## **6 Values**

### **6.1 To be committed to the values of the Council and the following values in public office:**

- a. Openness and transparency;
- b. Honesty and integrity;
- c. Tolerance and respect;
- d. Equality and fairness;
- e. Appreciation of cultural difference;
- f. Sustainability.



## CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Jane Harris  
Cabinet Member, Adults  
& Vulnerable People

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*Date  
Dyddiad:*

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**Adult Services/06**

**27/03/2017**

**Summary:** This is a letter from the Adult Services Scrutiny Performance Panel to The Cabinet Member for Services for Adults and Vulnerable People following the meeting of the Panel on 8 March 2017. The panel discussed objective setting for senior officers and the Adult Services Performance Management Report.

Dear Councillor Harris,

This letter is about the Adult Services Scrutiny Performance Panel meeting held on 8 March 2017.

### **Objective Setting for Senior Officers**

Thank you for your letter of 9 February in response to my letter of 9 January.

The Panel discussed how best to take this issue forward and agreed to ask the Chief Executive to speak to us about how his performance objectives relate to the objectives for the Chief Social Services Officer and the Head of Adult Services. I have written to him about this.

### **Adult Services Performance Management Report**

The panel would like to thank Dave Howes and John Grenfell for presenting this report and answering our questions.

Overall we were impressed by the report and felt it to be a very positive piece of work. Please could you pass on our congratulations to everyone in the Department who has contributed. We also look forward to seeing the report develop as it is shared with scrutiny in future.

There are a number of issues that we would like to highlight arising from the report:

1. The Panel believes that social enterprises could play an important role in home care provision in future and we would like to learn more about what you expect the Council to be doing in future to promote this? As you know, the requirement for Local Authorities to instigate the creation of social enterprises, co-operatives and mutuals in the care provider third sector is also a requirement of the Social Services and Wellbeing Act (Wales) 2014.
2. We understand that you have been working with the Cabinet member for Housing to see how alternatives to residential and domiciliary care (e.g. Extra Care) might be promoted. We would be keen to find out more about this.
3. For your awareness, in our discussion with Dave Howes we identified the following indicators that we feel need to be carefully monitored going forward:
  - percentage of adult protection referrals where decision is taken within 24 hours
  - compliance with meeting DOLS timescales
  - performance in relation to completion of reviews

### **Impact Report: Social Care at Home Scrutiny Inquiry**

Thank you for your response to our letter dated 10 January 2017.

As a final comment on this we would like to particularly support your statements regarding recommendation 12 (Unison ethical charter) and recommendation 14 (zero hours contracts).

### **Closing Comments**

As a final point I would like to take this opportunity to thank everyone in adult services who have been working so hard to turn the service around.

In my view Adult Social Services were heading for special measures. The most enormous effort by managers and staff in a particularly difficult situation (a perfect storm: the two most senior managers no longer in post, reorganisation of teams into hubs and two provider failures) achieved turning the service round. I believe that the diligence of Scrutiny who highlighted many shortcomings also played a part.

Please could you make sure our thanks are passed on to the staff in the department.

## **Your Response**

We welcome your comments on any matter raised in this letter but we would specifically welcome your comments on points 1, and 2 above. The panel would be grateful for your response by 17 April 2017.

**Yours sincerely**

A handwritten signature in black ink that reads "Uta Clay". The signature is written in a cursive style.

**UTA CLAY  
CONVENER  
ADULT SERVICES SCRUTINY PANEL  
✉ CLLR.UTA.CLAY@SWANSEA.GOV.UK**



**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

Councillor Uta Clay  
Covener  
Adult Services Scrutiny Panel

Please ask for:  
Gofynnwch am:  
Direct Line:  
Llinell  
Uniongyrochol:

Councillor Jane Harris  
(01792) 636926

**BY EMAIL**

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Cyf:  
Date / Dyddiad: 20 April 2017

**To receive this information in alternative format, please contact the above.  
I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch â'r person uchod.**

Dear Councillor Clay

**Adult Services Scrutiny Performance Panel**

Thank you for your letter of the 27 March 2017 which requested a response to the following questions.

1. The Panel believes that social enterprises could play an important role in home care provision in future and we would like to learn more about what you expect the Council to be doing in future to promote this? As you know, the requirement for Local Authorities to instigate the creation of social enterprises, co-operatives and mutuals in the care provider third sector is also a requirement of the Social Services and Wellbeing Act (Wales) 2015.

**Response**

This is an area of work that we would be keen to explore. However, the first step for us is to stabilise the current domiciliary care market and ensure that there is sufficient capacity in the market to meet current demand.

**COUNCILLOR/Y CYNGHORYDD  
JANE HARRIS  
CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /  
AELOD Y CABINET GWASANAETHAU OEDOLION A PHOBL DDIAMDDIFFYN**

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To this end, we need to prioritise the re-procurement of external domiciliary care in line with the recommendations emerging from the Commissioning Review. This will allow us to reach some stability particularly in those areas of the City and County which currently have limited coverage. Once we have gone through this exercise, we will be looking at opportunities surrounding how we could grow the market further and this might include the potential to look at options surrounding social enterprise, co-operatives and mutuals. The Commissioning Review highlighted some areas of best practice that would be worth exploring further and looking at whether these could be developed in the Swansea area. Any such development would clearly need to be undertaken in partnership with colleagues in Poverty and Prevention and third sector umbrella organisations such as Swansea CVS.

2. We understand that you have been working with the Cabinet Member for Housing to see how alternatives to residential and domiciliary care (e.g. Extra Care) might be promoted. We would be keen to find out more about this.

**Response**

Following on from the various meetings that have taken place between the respective Cabinet Members with Officers in attendance, a small working group of Officers has been established to start to explore the potential options in relation to accommodation for older people. The aspiration is to have a clear joint strategy in place between housing and social services in respect of older people and it is intended that this would be an integral part of the Older People's Commissioning Plan which is soon to be developed.

3. For your awareness, in our discussion with Dave Howes we identified the following indicators that we feel need to be carefully monitored going forward:
  - Percentage of adult protection referrals where decision is taken within 24 hours

**COUNCILLOR/Y CYNGHORYDD**  
**JANE HARRIS**  
**CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /**  
**AELOD Y CABINET GWASANAETHAU OEDOLION A PHOBL DDIAMDDIFFYN**

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- Compliance with meeting DOLS timescales
- Performance in relation to completion of reviews

**Response**

It is intended that these areas will be developed further within the Adult Services Performance Report which is now being reported to the Panel on a quarterly basis.

Yours sincerely

**COUNCILLOR JANE HARRIS**  
**CABINET MEMBER FOR SERVICES FOR ADULTS & VULNERABLE PEOPLE**

**COUNCILLOR/Y CYNGHORYDD**  
**JANE HARRIS**  
**CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /**  
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# CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Jane Harris  
Cabinet Member, Adults  
& Vulnerable People

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**Scrutiny**

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**Adult Services/07a**

**13/04/2017**

**Summary:** This is a letter from the Adult Services Scrutiny Performance Panel to The Cabinet Member for Services for Adults and Vulnerable People following the meeting of the Panel on 5 April 2017. The panel discussed objective setting for senior officers and intermediate care services.

Dear Councillor Harris,

This letter is about the Adult Services Scrutiny Performance Panel meeting held on 5 April 2017.

## **Objective Setting for Senior Officers**

We are grateful to Phil Roberts, Chief Executive, for attending at short notice and providing the Panel with a presentation on this topic.

It was useful for us to hear about the different accountabilities in the system and, in particular, the relationship between Cabinet and senior officers. Phil Roberts also underlined the difference between national government (civil service accountable to ministers) and local government (officers accountable to council).

In this context we were keen to emphasise the importance of scrutiny within the accountability framework and to stress that scrutiny needs to be properly resourced if it is to perform effectively.

We also welcomed the Chief Executive's commitment to make his objectives public in future.

Overview & Scrutiny / Trosolwg a chraffu

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## **Local Area Coordination Evaluation Report**

I am writing to Councillor Mark Child (who attended for this item) about this separately and will copy you in.

### **Update of Western Bay Intermediate Care Services Model**

The Panel is grateful to Karen Gronert, Head of Nursing, ABMU, who attended for this item and gave a presentation, along with Alex Williams. It was really useful to hear about the progress being made and to see the collaborative approach making a difference in practice.

The Panel feels that the following points are important for you to be aware of going forward:

- We feel that more research into Swansea hospital admissions for those 80+ would be useful
- Accommodation issues in Gorseinon – while we note that a solution is being sought to this problem, it is something that we hope you will closely monitor
- Disparity in pay scales for Occupational Therapists between council and health staff – we learnt that local authority staff are paid a market supplement to address this issue and that the aspiration is to have common terms and conditions for all health and social care employees at some point. Again, this is an issue for you to monitor
- Ensuring the right performance indicators – the indicators for this service are to be included in the Adult Services Performance Framework and we expect scrutiny to be engaging closely with them in future

### **Review of the Year**

We briefly reviewed the Panel's work over the last 12 months and, for your awareness, here are the points we agreed:

#### *Issues for improvement:*

- Number of agenda items / length of presentations
- Work planning / early involvement of officers

#### *Topics for future scrutiny:*

- Local Area Coordination
- Intermediate care
- Deprivation of Liberty Safeguards
- Focus on Performance Framework for Adult Services – at least quarterly

## **Closing Comments**

As this is the last letter for this municipal year can I add to Uta Clay's comments in her last letter and thank yourself and all of the offices for all of the help and support provided to the Panel.

## **Your Response**

While we welcome your comments on any matter raised in this letter, on this occasion a formal response is not required.

**Yours sincerely**

A handwritten signature in black ink, appearing to read 'Peter Black', written in a cursive style.

**PETER BLACK**  
**CONVENER FOR THE MEETING**  
**ADULT SERVICES SCRUTINY PANEL**  
✉ **PETER.BLACK@SWANSEA.GOV.UK**



# CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Mark Child  
Cabinet Member, Wellbeing and  
Healthy City

cc.  
Councillor Jane Harris

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**Scrutiny**

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**Adult Services/07b**

**13/04/2017**

**Summary:** This is a letter from the Adult Services Scrutiny Performance Panel to The Cabinet Member for Wellbeing and Healthy City following the meeting of the Panel on 5 April 2017. It is about Local Area Coordination.

Dear Councillor Child,

## **Local Area Coordination**

Thank you for contributing to the Adult Services Scrutiny Performance Panel meeting held on 5 April 2017. Please also pass on our thanks to Alex Williams for her presentation of the university evaluation report.

We hope you find this letter useful as you develop the Local Area Coordination Programme going forward.

We were pleased to hear that the evaluation shows the preventative benefits of the programme and that the Council is planning to fund two additional coordinators while asking the Public Services Board to fund a further two.

Overall we felt it was a good report and a good start. The following positives are particularly worth noting:

- The well-being benefits of the programme
- The robustness of the evaluation and the corroboration from other areas
- The piloted, cautious approach to implementation

However, there are also a number of questions for you to consider going forward and for scrutiny to keep an eye on:

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- Whether the monetary case being made in the report is credible? We would particularly point to the lack of 'cashable' benefits that could be applied to specific budgets as savings
- Whether this investment could be better spent on other prevention programmes?
- Whether the programme has the potential to stimulate 'hidden need' that might otherwise not require services?
- Whether partner funding / involvement can be achieved?

We do of course recognise the difficulty of evaluating prevention programmes such as this. We also understand the argument that concerns about the monetary case need to be balanced against the need to take action in the face of rising demand.

All of which underlines the importance of having the right indicators of success – and of continuing monitoring by scrutiny. We are pleased to note that monitoring of Local Area Coordination will be incorporated into the Adult Services Performance Report and we will be recommending that this issue is given attention by scrutiny in the new municipal year.

### **Your Response**

While we welcome your comments on any matter raised in this letter, on this occasion a formal response is not required.

**Yours sincerely**



**PETER BLACK**  
**CONVENER FOR THE MEETING**  
**ADULT SERVICES SCRUTINY PANEL**  
 **PETER.BLACK@SWANSEA.GOV.UK**



CITY AND COUNTY OF SWANSEA  
DINAS A SIR ABERTAWE

**To:**  
**Councillor Mark Child**  
**Cabinet Member for Health & Wellbeing**

*Please ask for:* Scrutiny  
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*e-Bost:*  
*Date* 14 June 2017  
*Dyddiad:*

This is a letter from the Adult Services Scrutiny Panel to the Cabinet Member for Health and Wellbeing following the meeting of the Panel on 13 June 2017. It is about the pre-decision scrutiny of the Adult Services Commissioning Review.

Dear Cllr Child

**Adult Services Commissioning Review Scrutiny Meeting 13 June 2017**

Thank you for your attendance at the Adult Services Scrutiny Panel on 13 June 2017 and for answering questions on the Adult Services Commissioning Review and the final Adult Services service model, ahead of the Cabinet meeting on 15 June. We appreciate your engagement and input and that of the Head of Adult Services.

After discussing these aspects in detail with you we would like to make the following comments about the proposed decision:

1. We believe this is the right direction of travel, recognising that the model is currently aspirational. But we do feel that a lot of work will be needed to deliver a service that meets these aspirations.
2. There is no timescale attached to some aspects of the model. We recognised that things are at an early stage but would like to see a timeline particularly in relation to key parts of the model such as:
  - a. Day care and residential facilities
  - b. Dementia support and rapid response (this is detailed in the model as a longer term aspiration; we felt that this should be a much higher priority).
  - c. An end date for the Advocacy Review.
3. We felt that better partnership working with the third sector could be developed. We had concerns about the sustainability, resilience and core funding of third sector organisations where their services may be required in developing the model.
4. We believe developing a joint strategy for older people is vital and would like to see this achieved on a cross cutting basis. We expect therefore that other departments

such as transport and housing will be active partners in developing such a strategy and their work will be complementary to that being undertaken by social services.

5. We agree with the development of a joint accommodation strategy for older people but would like to see evidence of work with the housing department and RSLs in developing this work and particular increasing the support available through speedier adaptations and an enhanced benefit advice service. We recognise that a mini-review is being undertaken of benefit advice services but note that this appears to be a mapping exercise as opposed to an enhancement. We would welcome your views as to how any identified gaps in this service can be met in the future.
6. We were pleased to hear that Adult Social Care and ABMU Health Board are working together to deliver an integrated domiciliary care service.
7. We felt that Housing Adaptations Services need further investment to enable people to leave hospital more promptly and to live in their own homes for longer.
8. It is vital that we continue to get individual care packages in place as promptly as possible (not losing sight of individual needs in the drive to get model in place).
9. We would like more information on the work to develop a city-wide reablement service including funding, and how it will work.
10. We would like to look at the new approach to 'outcome focused commissioning' further at a future scrutiny panel meeting. When would you envisage enough work will have been carried out on this to make such a scrutiny worthwhile?

We would appreciate a response giving your thoughts on the contents of this letter.

Could we have your reply by 5 July 2017.

Yours sincerely

**Councillor Peter Black (Convener for the meeting, Adult Services Scrutiny Panel)**

Welsh Liberal Democrats,

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**Councillor Peter Black**  
**Convener – Adult Services Scrutiny**  
**Panel**

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Cyf:  
Date / Dyddiad: 5<sup>th</sup> July 2017

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Dear Councillor Black

Thank you for your letter dated 14<sup>th</sup> June 2017. In response to the specific questions/comments raised the response is as follows:

1. We believe this is the right direction of travel, recognising that the model is currently aspirational. But we do feel that a lot of work will be needed to deliver a service that meets these aspirations.

**Response:** Thank you very much for your support

2. There is no timescale attached to some aspects of the model. We recognised that things are at an early stage but would like to see a timeline particularly in relation to key parts of the model such as:
  - a. Day care and residential facilities
  - b. Dementia support and rapid response (this is detailed in the model as a longer term aspiration; we felt that this should be a much higher priority).
  - c. An end date for the Advocacy Review.

**COUNCILLOR/Y CYNGHORYDD**  
**MARK CHILD**  
**CABINET MEMBER FOR HEALTH & WELLBEING/**  
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**Response:** As Cabinet Member, I have suggested to the Chair of the new Safeguarding PDDC, that consideration of the Model and its future implementation should form a part of its initial forward work programme. To this end, I will be asking the PDDC to work with Officers to develop a programme of work surrounding its implementation. This will include a timeline for achievement of key areas of work as you suggest above.

3. We felt that better partnership working with the third sector could be developed. We had concerns about the sustainability, resilience and core funding of third sector organisations where their services may be required in developing the model.

**Response:** Thank you for expressing your concerns, and it is agreed that the 3rd sector is vital now and going forward. Our aim is to build professional organisational relationships including in commissioning, where core funding would be a key element of any organisation bidding.

4. We believe developing a joint strategy for older people is vital and would like to see this achieved on a cross cutting basis. We expect therefore that other departments such as transport and housing will be active partners in developing such a strategy and their work will be complementary to that being undertaken by social services.

**Response:** Adult Services is developing a Commissioning Strategy for Older People to help map future population need and what needs to be put in place to meet this need. Adult Services cannot work alone on this, and is already working in partnership with relevant departments across the Council including Housing, as well as externally with key partners.

5. We agree with the development of a joint accommodation strategy for older people but would like to see evidence of work with the housing department and RSLs in developing this work and particular increasing the support available through speedier adaptations and an enhanced benefit advice service. We recognise that a mini-review is being undertaken of benefit advice services but

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note that this appears to be a mapping exercise as opposed to an enhancement. We would welcome your views as to how any identified gaps in this service can be met in the future.

**Response:** A subset of the Strategy outlined above is the development of an Accommodation Strategy for Older People, whereby accommodation needs are identified and plans put in place to address them. Adult Services is working jointly with Housing to develop this and work will need to be undertaken with RSLs in due course. In relation to adaptations, Adult Services is in the process of restructuring its Occupational Therapy service to allow for a greater focus on planned work including necessary OT assessments for DFGs. This will help to speed up adaptations, in conjunction with Housing colleagues. In relation to the welfare rights mini-commissioning review, Poverty and Prevention are leading on this area of work. The review will map gaps, but it will also look at how those gaps can be met in the future to ensure the support needs of citizens are met.

6. We were pleased to hear that Adult Social Care and ABMU Health Board are working together to deliver an integrated domiciliary care service.

**Response:** Thank you for your support.


7. We felt that Housing Adaptations Services need further investment to enable people to leave hospital more promptly and to live in their own homes for longer.


**Response:** As outlined above, the restructuring of the OT service will assist with this. Please note that in Swansea, delayed transfers of care are only infrequently caused by delays in housing adaptations.

8. It is vital that we continue to get individual care packages in place as promptly as possible (not losing sight of individual needs in the drive to get model in place).

**Response:** Fully agree.

**COUNCILLOR/Y CYNGHORYDD**  
**MARK CHILD**  
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9. We would like more information on the work to develop a city-wide Reablement service including funding, and how it will work.

**Response:** This proposal builds on plans already in existence in the City and County of Swansea. The Reablement Service is already delivered by the Council and significant work has been undertaken to ensure that as many people as possible leave the service with either no or a reduced level of care. The current service operates in the three Hub areas, but shortly the management will be reconfigured so it is operated on a County wide basis. This will allow for better deployment of resources across the City and County. The service is funded from core Council funding as well as the Welsh Government Integrated Care Fund.

10. We would like to look at the new approach to 'outcome focused commissioning' further at a future scrutiny panel meeting. When would you envisage enough work will have been carried out on this to make such a scrutiny worthwhile?

**Response:** The first area that Adult Services plans to explore the potential for outcomes focussed commissioning is domiciliary care as part of the recommissioning process. I would suggest adding this to the forward work programme towards the end of this calendar year, when I hope that Adult Services will have something of substance to share.

Yours sincerely

**COUNCILLOR MARK CHILD**  
**CABINET MEMBER FOR HEALTH & WELLBEING**

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