

People Scrutiny Committee
Adult Social Care Scrutiny Group Observations on the CSSIW Inspection of Adult Social Care August 2015, from a meeting held on Wednesday 9th September, 2015.

Present:

County Councillors D. Bailey (Lead Member), D.R. Jones, G. Bowker, M. Dorrance, K. Roberts-Jones, E. R. Davies, J. M. Williams

C. Humphrey (National Scrutiny Team CSSIW) and K. Redman (Area Manager CSSIW)

County Councillors D. Mayor (Portfolio Holder for Adult Social Care and Children's Services) and R.G. Brown (Portfolio Holder for Commissioning and Procurement)

A. Lewis (Strategic Director for People), D. Powell (Strategic Director for Resources), J. Garfitt (Head of Adult Services), C. Pinney (Solicitor to Council), L. Anderson (Senior Strategic Commissioning Manager) and J. Jefferies (Senior Manager – Older People), J. Lewis (Head of Professional Services and Commissioning)

W. Richards (Scrutiny Manager), L. Patterson (Scrutiny Officer)

Documents Considered:

- Presentation by CSSIW on the Report – August 2015
- CSSIW – Inspection of Adult Social Services – March / May 2015
- Cabinet Report 9th September, 2015 – CSSIW Inspection of Adult Social Care
- Adult Social Care Response to the CSSIW Inspection 2015
- Scrutiny Briefing Document

The Working Group received a presentation by Chris Humphrey and Ken Redman of CSSIW on the inspection of Adult Social Care Services. The inspection was focussed on determining whether the arrangements for commissioning and contracting of domiciliary care provided the framework for effective service delivery. It was stressed that there were positive as well as negative findings in the inspection report.

The presentation set out the methodology, summary of findings, key findings and 12 recommendations arising from the report, together with the next steps. The key findings were grouped into the following categories:

- Person Centred Assessment;
- Quality of Outcomes;
- Engaging the person and their carer;
- Quality of the workforce;
- Leadership and Governance.

It was confirmed that the inspection activity took place between February and April 2015 with the fieldwork undertaken in March and May 2015. The inspection focussed not only on commissioning and procurement but also on people's experiences, governance etc. Individual case tracking was undertaken looking back at cases for the previous year. Adult Social Care had submitted an action plan to CSSIW by the 4th September deadline. The report highlighted that there was a corporate (Council wide) responsibility which needed to be taken account of and improved, and that the report was not solely focussed on Adult Social Care.

The inspectors were asked if the report had taken into account any changes which were occurring as the inspection took place. It was confirmed that the report did refer to shifts in service delivery but also commented that as those changes had recently occurred it was too early to be able to comment whether those changes were sustainable or not.

The inspectors also accepted that the response which had been prepared by Adult Social Care was an improvement plan rather than an action plan, and that the service was on an improvement journey and that the changes required could not be a "quick fix". The improvement plan would need to include the vision for the future.

The next steps identified by CSSIW were as follows:

- Adult Social Care required to provide an improvement plan by 4th September, which had been received;
- CSSIW to consider the detail of this and the associated documents provided;
- Meeting to discuss and clarify the recommendations and the plans for improvement.
- Agree the monitoring arrangements.

Following the presentation the Working Group discussed the report's recommendations and the improvement plan prepared by Adult Social Services in detail with the Portfolio Holders and officers.

The discussion with Portfolio Holders and officers included the following aspects of the improvement plan:

- The Service accepts the inspectors' recommendations, understands where it needs to get to and what needs to happen to get there;
- The improvement plan is owned by the Council's Management Team;
- It is acknowledged that it is difficult to drive a change agenda whilst keeping day to day services operating;
- The Chief Executive has commissioned a review of the Council's commissioning approach. In addition the Strategic Directors for People and Resources have engaged Price Waterhouse Coopers (PWC) to undertake a review of commissioning in Adult Social Care which will include what differences have been made, has the sequencing of commissioning events been correct, does the Council have the skills and capacity required. It will also consider the modelling undertaken taking into account the budget cuts required by the service;
- Corporate steps taken to improve governance processes;
- Commercial Services "growing their own" in developing a skilled workforce which will take time to complete. The Commercial Services Team working with Northgate to improve the team's skills;
- The Council has recently successful examples of commissioning e.g. Leisure Services, Learning Disabilities;

- Demographic information obtained from Statistics Wales and Daffodil databases supplemented with the Council's own data and data from the Joint Strategic Needs Analysis. That data is able to provide mapping information based on an UK, Wales, Powys and a locality level;
- Gaps in service – work undertaken with providers to ensure flexible arrangements which will cover peaks and troughs in service demand. However the requirement to ensure a sufficient workforce is available needs to be addressed long term. Joint work being undertaken with Powys teaching Health Board (PtHB) on a workforce plan as part of the integration programme;
- Engagement – A range of activities being undertaken including working with Age Cymru. The service is trying to make more effective use of its own data;
- Collaboration with PtHB – work being undertaken with PtHB and the voluntary sector in relation to continuing need and what domiciliary care services will look like in future. Work also being undertaken with PtHB regarding rapid discharges from hospital and measures to prevent delayed transfers of care;
- Involvement of third sector in Powys – Adult Social Services already mapping what services exist in Powys to prevent duplication of work. Work also being undertaken with providers over the border as well as bringing in capacity into Powys, plus trying to get providers to work together;
- Market development – report to Cabinet in October regarding future of in-house domiciliary service. Work being undertaken with providers to encourage providers to work together on recruitment;
- Powys People Direct (PPD) are signposting requests to services provided by the third sector. Two members of PAVO staff currently working in the PPD. Adult Social Care only became part of the PPD in April 2015 and a review of this recently introduced service is programmed. The next stage of the Powys People Direct's development will be the inclusion of health;
- Staff Development – commissioning training provided for staff whose work includes an element of commissioning. A higher level of training provided for staff who have a more dedicated commissioning role. Commissioning training to be built into Social Care staff development programmes;
- Meetings with providers – providers getting a better understanding of the Council and the overall picture of the operating climate in which the Council is having to operate. There is a better transparency of engagement and stability of links between the Council and providers;
- Grants – needs to be a more professional relationship between the Council and the voluntary sector and rather than grant funding, in future the relationships will be built on service level agreements;
- Strengthening of safeguarding arrangements;
- Carer assessments – discussions ongoing with others as to how improvements in the take up of carer assessments can be encouraged;
- Integrated pathway – Adult Social Care and PtHB committed to an integrated pathway. Will need to be structural changes to Social Care and to corporate services as integration between the Council and PtHB happens
- Workforce strategy – is the Council encouraging providers to attend job fayres, speaking to colleges to develop a future workforce;

The Scrutiny Working Group commented that a number of the issues which were picked up by the inspection report had been identified in the Scrutiny Review of the Service in 2013. The Lead Member indicated it was intended that a further scrutiny report on Adult Social Care would be prepared by the end of the year.

The meeting was advised by CSSIW that the future monitoring arrangements for the improvement plan would take into account that Adult Social Care had been the subject of inspection reports in 2011, 2013 and now in 2015.

Working Group Observation - Whilst it was clear on questioning from scrutiny that the service could articulate a full response, and indeed that additional evidence may be included in the 56 supporting documents which it had not been possible for scrutiny to fully examine in the timescale, it is deemed appropriate that further detail should be provided in the improvement plan.

RECOMMENDED to the Portfolio Holder for Adult Social Care that:

- (i) **the improvement plan be amended to include responses to all parts of the recommendations particularly with regard to:**
- **a strengthened blueprint for governance arrangements particularly to clarify exact levels of decision making;**
 - **information regarding work being undertaken in respect of learning from models of best practice being used elsewhere;**
 - **information regarding work undertaken in respect of potential future service models with communities;**
 - **the proposed development of a workforce plan that includes the domiciliary care sector.**
- (ii) **That the improvement plan should include not only actions undertaken, but outcomes achieved as a result of that action, future action which would be undertaken and milestones for the completion of actions.**

RECOMMENDED to the People Scrutiny Committee:

- (i) **that the monitoring of the implementation of the Council's improvement plan in response to the inspection of Adult Social Services be included in the work programme of the Adult Social Care Working Group.**
- (ii) **that the Working Group undertake specific work in relation to the following areas:**
- **Domiciliary Care Options including market development;**
 - **The Older People's Strategy;**
 - **Statistical demand and needs analysis;**
 - **Grants Review;**
 - **Powys People Direct;**
 - **Adult Safeguarding.**

The Lead Member expressed the thanks of the Working Group to the CSSIW, Members and officers for attending the meeting and responding so fully to the questions asked. The Lead Member also thanked officers of the department for both the work in preparing the improvement plan but also in their work to keep service users safe during a difficult period.

County Councillor D. Bailey.
Lead Member – Adult Social Care Working Group.