

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

4 NOVEMBER 2015

Present: County Councillor McGarry(Chairperson)
County Councillors Carter, Chris Davis, Lomax and Sanders

38 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ahmed.

39 : DECLARATIONS OF INTEREST

There were no declarations of interest received.

40 : MINUTES

The minutes of the meeting held on 7 October 2015 were agreed as a correct record and signed by the Chairperson.

41 : RESHAPING ADULT SOCIAL CARE

The Chairperson welcomed Councillor Susan Elsmore, Cabinet Member for Health, Housing and Wellbeing, Andrew Cozens, Tony Young, Director Social Services, Sarah McGill, Director Communities, Housing and Customer Services, Jane Thomas, Assistant Director Communities and Housing, and Amanda Phillips Interim Assistant Director Adult Services to the committee meeting.

The Chairperson invited the Cabinet Member to make a statement in which she explained that her portfolio was very broad, with lots of work being done and many important developments in many areas across Adult Services, Communities and Housing. She added that Andrew Cozens would provide a global analysis of Adult Services and later in the meeting there would be a more detailed analysis of Day Opportunities in Cardiff.

Members were provided with a diagnostic presentation from Andrew Cozens which included information on Headline Findings; Common Issues across Social Services; Recommended Action; Areas for further exploration and Focus for improvement.

The Chairperson thanked Andrew Cozens for his presentation and invited questions and comments from Members:

- Members referred to the comment that Cardiff was passive in its partnerships with the Vale of Glamorgan Council and University Health Board and sought further information on what Cardiff is not doing. Andrew Cozens stated that there was very good work going on in the middle and front line tiers, particularly in mental health and delayed transfers of care; however Cardiff did not have the capacity to attend many main meetings, which partnerships are built on and this sends the wrong signals. Officers added that this was partly historical, the Director in the Vale of Glamorgan had taken the higher ground and marshalled resources; Cardiff was being assertive now with good

infrastructure which is shared in readiness for the Social Services and Well Being (Wales) Act 2014 (the Act).

- Members asked, compared to other local authorities, how prepared Cardiff was for the Act. Andrew Cozens stated that no one was far more advanced, Cardiff needed to be poised for when the guidance in relation to the Act is released. He added it would require a whole Council approach, with a change in the mind-set of front line staff towards outcomes and wellbeing.
- Members sought further information on more accountability needed around the Director role. Andrew Cozens explained that this was reference to the legal position of the Statutory Director who has an overview of the whole of Social Services; previously the role had been split and the consequences were vague in relation to 'need to know'; work needed to be done on the framework of the Directors role and the Lead Member role; the new arrangements were welcomed. Officers added that the Statutory guidance in relation to this is very specific and highly prescriptive, which brings strength to the role.
- Members noted the reference to the need to develop a Commissioning Strategy and asked what key components were missing. Andrew Cozens stated that he couldn't find a Commissioning Strategy; he found chunks of what he would expect to find but people didn't know how it all joined up; he noted silo working but also good examples such as procurement. He added that the elements were there but needed to be pulled together.
- Members asked what the motivation was behind commissioning the analysis. Members were advised that the service was under performing; it needed to be ready for the Act and that there were two directorates being brought into one. The Cabinet Member added that she did not want Cardiff to languish at the near bottom of a league table, Cardiff needed to up its game and gain a clear and shared understanding of the direction it needs to go.
- Members noted however that Cardiff was very different to other local authorities in Wales, and was three times as large as some with less finances available.

Members were provided with a presentation from Tony Young on Adult Social Services Outline Improvement Plan and Next Steps; setting out the level of headlines to ensure a focus on key areas for development over the next 6-12 months.

The Chairperson thanked Tony Young for his presentation and invited questions and comments from Members:

- Members asked how the Improvement Plan objectives tie together with the Corporate Plan objectives and asked how achievements would be measured. Officers agreed that there was a need for good integration with the Corporate Plan and the Act; the Strategic narrative however was not completed as yet, to determine how performance is measured and what is measured. There is also a need for more local business information.
- Members noted the many Boards, such as the Improvement Board, Organisational Development Board and Commissioning Board and asked how

they tie together with their terms of reference etc. Officers stated that the Improvement Board enables them to draw on Corporate Support and high level commitment, it provides intensive attention. The Organisational Development Board has nine different projects within it to ensure that the Council and its partners are focussed on change activities and provide the visibility of information to make changes; accurate and reliable data was important to know where we are and where we want to be, with mechanisms to test that interventions that are delivered have made a difference. Officers added that there were many layers; strategic statement of intent needed to be clear on the outside and in the core would be the data set that drives the business; dashboards will be used and performance should improve. Officers noted that it would be beneficial to see visually how they all fit together.

- Members asked whether this was affordable in the current budget climate; when some upfront investment would be required yet savings from last year had not been met. Officers explained that they needed a robust understanding of what needs to be done, become experts on this and relay it to the Council as a whole. They added there needed to be a specific understanding, a clear professional view, looking at demand management including changes in legislation which would need to be interpreted. The Cabinet Member added that the Act is a one Council approach, the Welsh Government has a programme board so the Council needs one, it was important to recognise this was everyone's responsibility. Officers added that the Investment Review Board would look at all business cases and resource from the centre.
- Members noted the lateness in receiving some documentation prior to the meeting and felt they needed more time to digest the information.
- Members discussed integration with the Health Board. It was noted that all parties needed to understand what integration means; there was clearly a case for internal operational delivery which would be tested by the experience of the service user at the end, what the received experience is actually like. The Council would meet with health colleagues and discuss various challenges.
- Members noted that the Children and Young People Scrutiny Committee had an involvement with challenging and supporting the Improvement Board and asked how Community and Adult Services Scrutiny Committee would be involved. Officers advised that the same pattern would be followed and the Committee would remain involved.

Members were provided with a presentation from Sarah McGill on Reshaping Adult Services which included information on Adult Social Services Expenditure, Breakdown by client group; Numbers of service users; Future demand projections; Impact of increased demand on resources; Target Operating Model; Demand Management; Gateway/Prevention; Digital Cardiff; Locality Focus and Next Steps.

The Chairperson thanked Sarah McGill for her presentation and invited questions and comments from Members:

- Members asked for further information on the Dewis system. Officers advised that it was a national system, it would come populated with national companies and local information would need to be added; it can be filtered and searched; Welsh Government recommend that local authorities use it. With regard to cost, officers believed the costs were factored into the implementation of the Act but would come back to Members on this point.
- In relation to Demand Management and issues of variation, Members asked how in Adult Services the variation of different needs and different localities could be approached. Officers stated that they were very keen on mapping and looking at the current service provision and demand; this was key in the organisational development approach and commissioning so decisions could be made on the wider picture.

The Chairperson thanked the Cabinet Member, officers and other witnesses for attending the meeting, giving their presentations and statements and for answering Members questions.

AGREED – That the Chairperson writes on the Committee’s behalf to the Cabinet Member to convey their comments and observations. [View Letter](#)

42 : DAY OPPORTUNITIES, INCLUDING COMMUNITY MEALS

The Cabinet Member welcomed Councillor Susan Elsmore, Cabinet Member for Health, Housing and Wellbeing, Tony Young, Director Social Services, Sarah McGill, Director Communities, Housing and Customer Services, Jane Thomas, Assistant Director Communities and Housing, and Amanda Phillips Interim Assistant Director Adult Services to the committee meeting.

As part of a pilot on public questions for Scrutiny Sheila Hendrickson Brown Chief Executive of the Cardiff Third Sector Council attended the meeting and asked the following questions:

‘At what point will impact assessments be undertaken in the decisions about reshaping Adult Social Care and day care services’

Councillor Elsmore replied that she was delighted that the pilot was taking place and public questions were coming forward. She noted that the Council are moving away from the use of the term Day Care and prefer to use Day Opportunities; she added that impact assessments are used in every formal decision that the Council makes, in the reshaping agenda there are a number of different aspects to come forward for consideration in a phased way, such as Day Opportunities to this meeting. Consultation must be done well and in terms of Day Opportunities it must be a broad consultation so to this end there would be a consultation that is three months long, all responses would be welcomed and would then allow the reshaping of the final Day Opportunities Strategy.

‘What opportunities exist for the third sector to influence what is being planned – for example, are plans in place for Cardiff Council to provide information, planning and training sessions on a cross sector basis as a step to building the necessary cross sector dialogue?’

Councillor Elsmore replied that the Council has a good partnership relationship and formal governance in place which allows the third sector to contribute, such as Neighbourhood Partnerships and Cardiff Partnership Board; as the service changes the broadest possible views of the third sector are needed; it is very important to build capacity and resilience in communities which will include community groups, volunteers and formal third sector organisations.

The Chairperson thanked Sheila Hendrickson Brown Chief Executive of the Cardiff Third Sector Council for attending the meeting and asking her questions.

The Chairperson invited the Cabinet Member to make a statement in which she stated that she was excited at what was coming forward in relation to Day Opportunities.

Members were provided with a presentation from Jane Thomas on Day Opportunities which included information on Future Demand Projections; Impact of increased demand on resources; Previous Consultation; Progress to Date; Day Opportunities Model; Building Community Capacity and Consultation.

The Chairperson thanked Jane Thomas for her presentation and invited questions and comments from Members:

- Members asked how isolated people would be made aware of the first point of contact. Officers advised that they have provided information to all GP's and have emailed all Members; they want to make sure its robust before it is advertised more fully however if people call the Council they will be put through to the first point of contact where all staff are fully trained.
- With reference to the figures provided on ageing population, a Member stated that people are living longer and are more healthy now so those figures may change. Officers explained that people are living longer but are in fact living with more complex health needs including dementia.
- Members noted that Day Centres were not only accessed by older people and that younger people with needs can also use the provision, Members sought assurance that this would not change. Officers agreed that this was the case and confirmed that it would not change.
- Members discussed the criteria and definition used to determine what tier of need a person would come under. Officers stated that there would be assessed services with recognised levels of need, however with regard to reablement there would be ongoing needs.
- With regard to the Green Level, Members were concerned with the level of capacity of volunteering that may be needed in order for people to have their needs addressed, and how reliance on non council community provision would be addressed when the model is rolled out. Officers explained that a mapping exercise had been undertaken with Age Connect, lots of things were already happening with regards to meeting green level needs, lots that the Council does not even know about and lots that are not supported by the Council; they

added that the Yellow/Middle Tier would potentially need more volunteers, this was being assessed.

- Members asked what disinvestment was happening in this area, Officers advised that Oldwell Court would be closed and the contract with the Alzheimer's Society ceased, and two council funded luncheon clubs would have their funding phased out, however additional income would be made from community meals.
- Members discussed funding volunteer coordinators, social enterprises and the Councils obligations under the Act. Officers explained that there was an obligation under the Act to develop services based on social enterprise but noted the funding challenges. Officers further added that there were some very good examples of social enterprises with a solid business approach, models were needed that would be sustainable going forward and not rely too heavily on grant funding; it was important to work on a locality basis; there would be opportunities to support them but it was important to ensure the provision of high level need for those that need it.
- With regard to the work of the Alzheimer's Society, Officers clarified this provided for lower need individuals and that there was no reason the Council could not work with them to help them to find other funding to continue supporting their clients.
- Members discussed the building based model referred to in the Cabinet report and its dependency on the Capital Programme. Officers advised that it would be dependant on demand as to whether two buildings were needed, however it would not be a new build it would use an existing building, but it would depend on Capital Programme. Officers advised that there would be options of co-locating with Health colleagues too. It was noted that Health colleagues would be expected to make a significant contribution.
- Members asked whether there would be opportunities in the future for community meals to be run by social enterprise. Officers stated that security of supply was paramount, these meals were provided to the most vulnerable people in Cardiff and the service cannot fail, it is a statutory service that needs to be ensured; however there would be no reason why different models could not be explored in the future.
- Regarding consultation, Members asked if the Committee will see the consultation results, Officers advised that they would, the consultation results would be brought back to Committee alongside the budget decisions and impact assessment in March.

The Chairperson thanked the Cabinet Member, Officers and other witnesses for attending the meeting, giving their presentations and statements and for answering Members questions.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member to convey their comments and observations. (See Attached)

At the Committee meeting on 16 September 2015 Members discussed how they wished to deal with future reports concerning committee business, such as correspondence reports and work programme reports. Members decided to combine these within an overarching Committee Business report.

This report provided the Committee with the latest update on correspondence. The Committee received copies of correspondence sent and received in relation to matters previously scrutinised by this Committee.

This report also provided the Committee with the work programme 2015-16 and noted the amendments that had been made.

Members discussed whether to hold a sub committee meeting to scrutinise the Llanedeyrn and Llanishen hubs proposals. Members agreed not to scrutinise these proposals given the feedback from consultation.

AGREED – That the report be noted.

44 : DATE OF NEXT MEETING

The next meeting of the Community & Adult Services Scrutiny Committee is scheduled to take place on Wednesday 2 December 2015 at 5.00pm in CR4, County Hall, Cardiff.

The meeting terminated at 8.10 pm