

My Ref: Scrutiny/Correspondence/Cllr McGarry

5 June 2015

Councillor Susan Elsmore
Cabinet Member (Health, Housing and Wellbeing)
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Susan

Community & Adult Services Scrutiny Committee Meeting – 3rd June 2015

Thank you to you and officers for attending the above committee and for your kind welcome to me as Chair; I am pleased to be in this role and look forward to a productive year of scrutiny. This letter captures the agreed comments, observations and recommendations of the Committee with regard to the draft 2015/16 Business Plans for the Communities, Housing & Customer Services and Health & Social Care directorates.

With regards to both Business Plans, Members understand the wish to show the Corporate Plan commitments separately from core business commitments and it is useful that these are shown grouped under the relevant Corporate Plan Improvement Objective. However, Members feel that it would be easier to read if all the commitments that fall under an Improvement Objective were displayed together, rather than at present where the Corporate Plan commitments are in Part One and the core business commitments are in Part Two. Alternatively, there could be cross-referencing between Part One and Part Two for the commitments that link together. Members therefore recommend that thought be given to how to improve the layout of the commitments, in the light of our comments above.

Also with regards to both Business Plans, Members have concerns about the style of the performance measures listed against each commitment. Many of these are through-put or product related, as opposed to outcome related, which is something Members recommend is corrected for next year's plans. In addition, several are of a very general nature; Members note Sarah McGill's answer that these provide an overview, and that further work will be undertaken to work up details below this level, and that these details would be used to inform teams and individual staff, via PPDRs, exactly what is required of them, enabling this to be measured and

monitored. Members wish to receive anonymised examples of PPDRs that show this linkage.

Finally for both Business Plans, Members recommend that there is more mention of the responsibilities of Directorates with regard to safeguarding, not just those detailed in the Corporate Plan but the duties on all staff with regard to safeguarding.

Moving on to the draft 2015/16 Communities, Housing and Customer Services Business Plan, Members questioned the targets that have been set for 2015/16 and 2016/17 and note the answers given by Jane Thomas that there has been rigorous work to ensure that the targets set are achievable, within the resource constraints. Members felt reassured by this but reserve the right to further probe the targets when the Quarter One performance reports are brought to Committee.

Members asked several questions about specific commitments and note the following points:

- That the Domestic Violence Re-commissioning process is likely to be time-consuming, which is why a conservative timescale of March 2017 has been given;
- That this Committee's Members will be kept informed if work on the Housing Partnership Programme slips from the dates stated in the Business Plan;
- That there will be a new team to assist tenants with the implementation of Universal Credit and that it is hoped the DWP will provide funding for a further team to assist other citizens affected by the implementation of Universal Credit;
- That the Adult Services contact and assessment telephony service is already operational without a Social Worker on site although a Social Worker is available when needed.

With regard to the last bullet point, Members wish to receive details of the systems that are in place to ensure the quality of the assessment process and wish to receive details of the data resulting from these systems.

Moving on to the draft 2015/16 Health & Social Care Business Plan, Members note that the Plan is very draft and wish to accept Sarah McGill's offer to forward the completed Business Plan by the end of the month. Members discussed in broad detail the challenges facing the Health & Social Care Directorate and were interested to hear Sarah McGill's analysis of the need to address disengagement and overcome silo working, empowering staff by being clear what is expected of them and involving staff in the process of change caused by the clear need to better integrate housing, social care and health.

With regard to the final point above, Members were very interested in the proposed Target Operating Model and wish to be kept informed of progress in delivering this;

we would expect to be offered the opportunity to scrutinise the significant changes this model will lead to, once there are more details of these changes. Members have two immediate comments to make, which are: we welcome the attempt to clarify and simplify access for potential and actual service users and clients: and that thought be given to the title of the model as the term 'Vulnerable Adult' has a legal meaning in relation to safeguarding and that limiting the model to solely vulnerable adults is not within the spirit of the Social Services and Well Being (Wales) Act 2014.

Members also note your answer to the questions regarding the achievability of this year's savings, namely that there will be better systems in place with regard to tracking and monitoring budgets, and your assurance that there will be more visibility with regards to savings to enable a more open conversation to take place; we welcome this.

With regard to our questions about specific commitments, we note the following points:

- That there is a new leadership group to tackle Delayed Transfer of Care, consisting of Cabinet Members from the Vale of Glamorgan Council and Cardiff Council, the Chair of the University Health Board and relevant officers;
- That there were 572 service users using Direct Payments, as at 3rd June 2015, and that there is confidence that the target of 700 can be achieved;
- That PPDR's and staff supervision sessions are still being used to stress the requirement to offer carer's assessments and that work is underway to understand how high performing local authorities achieve their carer's assessments rates;
- That work to date on alternative delivery of services via the third sector and community groups has resulted in a pool of volunteers being recruited, further work on time- banking and Lloyds Bank offering to provide Business Support Advisors free of charge to assist Community Asset Transfers etc.;
- That day centres will remain open until service users are found suitable, alternative provision and that new service users will be referred to day centres if required;
- That the figure of £2.4 million on Page 12 is an error and will be corrected to read £5.59 million.

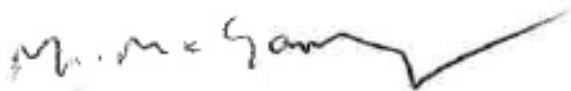
During the way forward discussion, Members talked about the impact of the Social Services and Well Being (Wales) Act 2014; we wish to receive the implementation plan for this at our next meeting on 8th July 2015.

This letter requires a response, please, as it contains the following:

- recommendation that thought be given to how to improve the layout of the commitments sections of Business Plans, in light of comments at the start of this letter;
- recommendation that performance measures be outcome related in next year's plans;
- recommendation to increase details of the responsibilities of Directorates with regard to safeguarding;
- request to receive anonymised examples of PPDRs that show the linkage between these, Business Plans and the Corporate Plan;
- request to receive details of the quality control systems and resultant data with regard to the Adult Services contact and assessment telephony service;
- accept Sarah McGill's offer to forward the completed 2015/16 Health & Social Care Business Plan by the end of this month;
- recommend that thought be given to the title of the Target Operation Model; and
- request to receive the implementation plan Social Services and Well Being (Wales) Act 2014 at our next meeting 8th July 2015.

I hope this letter is of assistance in finalising the Business Plans,

Yours sincerely,



COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc: Sarah McGill Andy Cole Amanda Phillips Jane Thomas
 Claire Deguara Liz Patterson Nick Blake Cheryl Cornelius