

Department for Communities

Summary Business Plan

2017-2020

Progress update on Actions



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Mental Health & Learning Disabilities

Improve the Quality and consistency of assessment, care plans and reviews across Care Management Teams

Within Mental Health services, assessments, care plan and review paperwork is pretty much prescribed eg care and treatment planning. Staff already use common electronic formats for completion of relevant documentation. A challenge for 2017-18 is that this work is done outside of Care First (via FACE – Health IT system) which other teams in the Division operate. A practice audit in conjunction with managers will be held before the end of the financial year.

Develop a commissioning Plan for learning Disability and Mental Health

Mental Health services already participate in and contribute to a local delivery plan under the Together for Mental Health Strategy. Additionally the Population needs assessment under the Social Services and Wellbeing (Wales) Act (SS&WBA) can start to provide the foundation stone for planned service developments.

To work in conjunction with the department's learning and development team in order to prepare the social care workforce for implementation of the Social Services and Wellbeing (Wales) Act.

Regular and ongoing training on the relevant elements and Codes of Practice have been delivered to staff and this will continue.

Community Inclusion

Measure /performance management and how we can use information to make the service more efficient and meet budgetary pressures.

- Unit costs for all services now identified
- Regional Learning Disabilities population needs assessment completed and submitted to editorial board
- Carefirst being rolled out to all services with a view to service led statutory reviews taking place where appropriate from January 17
- Plans developed to use Info @ Work within services early next year.
- All Welsh Independent Living Grant (WILG) information now captured on Carefirst
- Service managers now attending a Package Allocation Meeting (PAM).

Ensure we maximise external funding streams and develop robust compliance mechanisms

- Business planning forum developed
- Bid placed with the LEADER programme for home share pilot in shared lives service

Develop a model to replace Real Opportunities aligned to other local developments, including the Families First programme and Youth Service developments

- Three posts secured under Cynnydd project working with young people at risk of becoming NEET (Not in Education, Employment or Training).
- Bid for a further post via Cam Nesaf just completed

Write protocols for all service delivery systems and establish a timetable for training based on a skills gap analysis. Protocols will be based on County policy and new regulations and standards of the SSWB Act.

- Vision sessions held with all managers
- Draft Project Initiation Document (PID) written for TIC (Transforming/Innovate/Change) improvement review with initiation date set for January if agreed

<p>Develop stakeholder groups to increase the amount of co-production will be established and these will feedback to the local partnership board and strategic board.</p> <ul style="list-style-type: none"> - Service delivery group - Regional LD group with all stakeholders - Continued attendance at monthly carer coffee mornings - All managers attending coproduction master class this month - Managers now members of coproduction Wales - Coproduction mentorship scheme developed with SPICE, negotiating funding with learning and development - Regional LD charter written by individuals with a learning disability
<p>Develop proposals for Local Authority Trading Company</p> <ul style="list-style-type: none"> - Business plan completed, currently on hold.
<p>Increase the number of citizen directed cooperatives / social enterprises within the county.</p> <ul style="list-style-type: none"> - Training accessed on how to set up a cooperative - Work plan to explore citizen directed cooperatives as an alternative to WILG planned.
<p>Management Re-alignment in Mental Health / Learning Disability</p> <p>The management re-alignment in MH and LD has been completed and all posts recruited to.</p>
<p>Substance Misuse Team & Integrated Family Support Team</p> <p>We will evaluate and implement options to integrate Substance Misuse Team & Integrated Family Support Team</p> <p>Options considered and we will continue to work with Children’s Services to develop effective working practices with parents, children and young people affected by substance misuse.</p>
<p>We will review the transition arrangements for young people with substance misuse problems to ensure there is a seamless pathway as they move from children to adult services.</p> <p>We are undertaking an audit of cases of young people to ensure they are not lost in the gap between services. We have a fortnightly meeting with Child and Adolescent Mental Health Services (CAMHS), Youth Offending and Prevention Service (YOPS) and 3rd sector to manage the transfer of care for young people.</p>
<p>We will review the impact of substance use upon adults with mental health problems. This includes older people and those with Alcohol Related Brain Damage (ARBD)</p> <p>We have commissioned training for ARBD for staff in substance misuse, mental health & the Community Resource Teams (CRTs). We will be establishing a working group and are considering options to develop a joint social work post to focus on dual diagnosis.</p>
<p>We will review how we meet the needs of young adults who are physically disabled as part of transitional arrangements.</p> <p>We will schedule a meeting with colleagues in Education and CRTs to develop a pathway for young people who are physically disabled and those with sensory impairment.</p>
<p>We will develop a multi agency transition strategy and implement in partnership with disabled young people and their families</p> <p>We have undertaken a review of services for disabled children and young people, including</p>

those aged 16+. We will be arranging a meeting with key stakeholders to develop a strategy to implement the recommendations in the New Year.

We will ensure that disabled children and young people are supported to access work, education, training and leisure opportunities.

We are recruiting to the Cynnydd project and continue to develop the Opportunities team.

Commissioning

To develop an overarching strategic commissioning approach with particular reference to the review and/or development of a Short Breaks Policy, Dementia Strategy with health/”More than just memory loss”, Learning Disability Commissioning Strategy, Population Needs Assessment

Progress made on the core themes as required by the Population Needs assessment work. This will influence development of a commissioning plan for learning disabilities service and separately for physically disabled & sensory impairment services.

- Meeting to review of respite policy proposed
- Outline of overarching commissioning principles developed.

To continue to deliver savings through right size packaging and analysis of cost providers in the pan disability service areas as part of the Authority’s budget management. (Risk)

- **To implement a supported living flat rate for the supported living sector**
- **To review high cost residential placements in a co-ordinated and effective manner**
- **To develop a system of accountability whereby care providers account for the delivery of care hours**
- **To undertake a series of high level contract negotiations to obtain financial savings**
- **To complete the accommodation care and support needs project to assist future strategic planning**

Overall, team accountable to the monthly Accommodation and Efficiency Board chaired by HoS. Team heavily involved in budgetary proposals for the LD/MH service.

Preparatory work undertaken and proposal being worked up on a supported living rate

Reviews being undertaken. Recruitment of two further posts (3/10/16 & in November) will assist productivity

Limited system in place owing to other priorities.

Negotiations commenced with variety of providers that have produced savings. Further work on going.

A comprehensive needs database was finalised during the two week lockdown period of both Community Teams for Learning Disabilities (CTLDs). A transition database exists.

To help people to recover so they are able to live as independently as possible.

- **To work with the Head of Integrated Services to review the Reablement pathway to maximise use of available resources**

- **To support the development of telecare to support people's independence**

Departmental Management Team (DMT) paper scheduled for 20th July to detail strategic overview and associated evidence base. Seeking endorsement of internal discussions to shape services

Drafted service level agreement and initial discussions held with operational team.

To promote health and wellbeing by building community capacity and developing preventative services (Risk)

- **To further develop a preventative model of service building on regional work with the sector**
- **To review the commissioning of day service provision for older people**
- **To explore regional commissioning opportunities for Supporting People**
- **To further develop well being initiatives and opportunities to work with leisure, libraries and adult education**

Community resilience and preventative strategies developed. Intermediate Care Funding (ICF) to support the preventative model.

DMT discussion regarding commissioning board to strengthen connections to progress some in house reviews.

Regional representatives have met to discuss options. Mapping of all contracts and expiry to identify common opportunities to jointly commission. Links made to Population Needs Assessment.

Consideration to be given to regional commission for domestic abuse.

To review the Divisional structure and support (Risk)

- **To review and consider capacity and resources to deliver the commissioning programme of work**
- **To produce a Contracts Register to enable pro-active management of contract expertise**
- **To consider joint commissioning opportunities**
- **To consolidate the effective governance of the Regional Co-ordinating Committee (RCC)**

Options being considered and financially costed. Draft business case to be developed by end July'16.

Contracts register mapped. Further work undertaken to reconcile contracts with database and ensure compliance with audit and procurement rules.

Considerable sharing of ideas and what works e.g. domiciliary care commissioning, care home QA systems.

Greater clarity of purpose at RCC.

To drive Service Improvement and Quality Assurance

- **To ensure compliance with the safeguarding provisions of the Act 2014 by working effectively with the Safeguarding service**
- **To review Contract Terms and Conditions and application of the Provider Performance Protocol and Escalating Concerns Guidance**
- **To explore regional links to quality assurance and potential to develop a multi-agency team to support service improvement**
- **To engage with care providers in the development and consolidation of an accountable, risk competent and safe culture that safeguards service users**
- **To run strategic fora between commissioner and provider to ensure clear understanding of both parties' respective positions and achieve service improvement**
- **To undertake health and safety audits in the learning disability and mental health care home sector and support introduction of the National Framework Agreement**
- **To develop a programme of “meaningful outcomes” audits for care homes for older people**
- **To develop an expenses policy for service users in receipt of community based services**

Team members attend all Initial Strategy Meetings and Reconvened Strategy Meetings and interface regularly with Safeguarding. Three monitoring officers attended non-criminal investigation training to help develop knowledge and skills in safeguarding and monitoring role. Additionally, Respite Co-ordinator is now made aware of safeguarding reports relevant to the LD respite service. Contract Monitoring Officers form part of the “improvement” team to remedy Safeguarding concerns.

Regional Quality Framework task and finish group set up to scope and plan Document

Links made to share current practice and develop and align further QA

Two workshops held attended by Independent sector 40 professionals. Report to be compiled for DMT with plan to run two further workshops in March 2017.

Workshops run and planned

Letter disseminated to sector and programme developed.
Template designed, programme to commence Nov '16

Service User satisfaction survey questionnaires to be designed

On hold for foreseeable future.

To consolidate further the strategic objectives of the domiciliary care Framework Agreement embedding and developing:

- **Develop a joint training programme for providers and care management around**

meaningful outcomes and service delivery plans

- **Further develop inter agency / collaboration work around issues / challenges faced by the sector. Provider forums, Recruitment working groups etc.**
- **Review, develop and strengthen our commissioning arrangements with the In House service to fall in line with the new model of care and support**

Workshops have been held across the 3 CRT's. Further discussions to be held with Locality Managers re-recording outcomes. Workshops have been held with providers; new template service delivery plan has been developed jointly with providers. Final approval and agreed implementation date to be agreed at next provider workshop 8th November 16

Operational working group has been set up with Framework provider managers looking at local issues and use of geo map. Wider group has been set up in partnership with Un Sir Gar and other agencies – PoKE (Perception of Key Employment Sectors). Care employers focus group event held 28/9/16. Strategic group set up with Senior Managers Framework providers to look at key areas affected.

Work in progress.

To further develop and implement within Supporting People (Risk)

- **A strategic evaluation of current service areas against eligibility and priorities including aligning work as far as practicable with the Tackling Poverty agenda**
- **A comprehensive contract management and contract monitoring programme**
- **An administrative and monitoring process in conjunction with Business Support**
- **The Locality Based Floating Support tender**

The strategic evaluation has been undertaken but now needs to be revisited as team capacity has reduced and expectations needs to be revised.

This is underway but may have to be revised in light of above.

The payment process has now been transferred to Business Support. The processes around this and the financial monitoring to be agreed and written up.

Tender completed and awarded. New services started on 1st October 2016. Implementation underway with further meetings planned with service providers. Most recent meeting held on 4/10/16. Very positive feedback and collaboration among providers.

To review and further develop a carers strategy for Carmarthenshire which will:

- **Ensure continuity of service and incorporate the requirements as detailed in the Regional Carers Measure Strategy**
- **Implement the Carmarthenshire Carers Action Plan and maintain an open reporting framework on progress with the relevant bodies**
- **Increase further status of Carers Partnership Board across the Department**

The regional strategy is in a period of transformation with continued funding from WG. Work is ongoing to retain the initiatives and embed them into mainstream activities by 2018.

Implementing the action plan was put on temporary hold during summer 16 to allow for the new Act and associated revised practice and training needs to be facilitated. Resumption of the

Action Plan from Autumn 2016.

Strategic Partnership Board is now established with new Terms of Reference and revised membership agreed.

To develop a joint strategic approach between commissioning and workforce development

Workforce development work stream has been incorporated into Integrated Community Services Board. Awaiting developments

Participated in Welsh Government (WG) sponsored regional Commissioning Skills pilot. Awaiting outcome.

To ensure commissioning processes and commissioned services comply with the recently introduced Welsh Language Standards, in particular the “Active Offer”

CCC policy lead attended meeting to explain policy and procedure requirements for commissioning e.g. bi-lingual contract documentation for tendering, contracts to be considered for translation, correspondence with provider networks to establish needs.

Business Support

The section has made progress against its expected plan for 2016-17 with the full introduction of an electronic claims systems for Domiciliary Care. This work has drawn attention on a national level alongside the work on the Framework tender for the service. We have met with other authorities and are due to meet with a number of other Local authorities in December. The work has reduced the paper based system, increasing the transparency of payments, reducing the workload and has made an impact on costs.

Older People’s Care management teams have reduced the need for paper based files with the introduction of Information@Work, one team has now completed the archiving of paper based files with the other 2 teams on course for March 2017. We have trialled the use of I pad’s in the teams, some of which was successful and we will look to work with IT at further developing the use of technology to support the service.

Debt Level within the department has been a focus and we have been working with a dedicated solicitor to both secure old debt and prevent new debtors arising. This is a time consuming process as the older cases we are dealing with are very complex. We have had some early success with £130K repaid from older or doubtful debt.

Debt collection processes and deferred payments processes are both being updated under the new Social Services and Wellbeing Act. The process is ongoing for implementation in April 2017. A new process for Service user invoicing for Residential Care has been developed and trialled. There have been some technical issues, which have been resolved in readiness for full rollout in the New Year.

The division has worked with corporate colleagues to ensure that all correspondence is now compliant with the Welsh Language Standards.

The new Blue Badge toolkit has been trialled and tested. We are still working through the recruitment issues for an Occupational Therapist to support the team.

Implementation and production of updating the Charging policy for April 2017 is underway and

will be operational for April 2017.

OPPD/Integrated Services

Overall, the Division continues to effectively manage demand for services within budget, seeking innovative ways of continuing to deliver priority based budgeting (PBB) savings.

The rate of delayed transfers of care (DToC) for social care reasons per 1,000 population aged 75 or over

We have seen a higher number of DToC's for the same period last year and we are currently 4 off target and therefore we need to be mindful of winter pressures.

We have introduced a new process which concentrates on identifying medically fit and functionally stable patients at an earlier stage by working in conjunction with the Discharge Liaison Nurses to ensure accurate information is received on each individual which has shown an improvement and maintained our target of 7 or below per month.

We will develop a robust and efficient information, Advice and Assistance Service (IAA)

The Careline Team have now re-located to Eastgate to enable them to be co-located with the CRT, Health & Housing Staff. Staff continue to make good progress on their National Vocational Qualification (NVQ) level 4 qualifications for IAA to enable us to provide a compliant IAA service. On the 1st November a small multi-disciplinary team of a senior social worker, senior Occupational Therapist, Nurse, Community Resilience Officer, Physio, etc. will begin to work with the Careline staff in a new way to deliver an IAA service for integrated services. This will form the proof of concept for other social services.

We will conduct a population assessment at locality level to inform population needs assessment and service planning in line with the new SSWB Wales Act

Population assessment information has been included in the 3Ts and Llanelli locality plans. The Amman Gwendraeth (AG) plan is waiting for the locality manager to come into post in December. A detailed analysis in line with the County wide population assessment can be completed with the statutory assessment is finalised in January 2017.

We will modernise our workforce to support implementation of the duties under the Social Services Well-being Act and the objectives outlined in 'Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade' and the Health Board's Integrated Medium Term Plan

Following a review of the effectiveness of our service and its compliance against the Act we are progressing modernisation of our workforce to support delivery of Information, Advice and Assistance and to improve effectiveness and efficiency of our intermediate care service.

We will identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of their population

A number of events were delivered with asset mapping activities completed. Further IAA work is being conducted to populate DEWIS and once this is done the first stage will be completed.

We will effectively commission short term assessment and interventions to maximise independence and wellbeing outcomes for our population

The Vision for Intermediate Care has been endorsed by DMT. Discussions with Hywel Dda regarding joint funding arrangements of Reablement have taken place. Formal Memo of Understand/SLA being developed.

We will implement actions within the Carmarthenshire Dementia Action Board across health and social areas in Carmarthenshire.

Work in progress and proposals have been submitted for a revised structure of Carmarthenshire Dementia Action board. Funding is being sourced via the Integrated Community Fund as the part of the proposals to support this new structure and action plan.

We will promote the Welsh language and ensure compliance with the 'Active Offer' across all service areas

A Strategic Group has been established to oversee this. Detailed analysis of current position has been undertaken and the results of which will be used to deliver improved compliance in identified areas.