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MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Adults Select Committee held
at Conference Room - County Hall, Usk on Tuesday, 1st March, 2016 at 10.00 am**

PRESENT: County Councillor P. Farley (Chairman)
County Councillor R. Harris (Vice Chairman)

County Councillors: R. Chapman, A. Wintle and D Hill

Also in attendance County Councillor(s): G. Burrows

OFFICERS IN ATTENDANCE:

Julie Boothroyd	Head of Adult Services
Tyrone Stokes	Accountant
Colin Richings	Implementation Lead
Sarah King	Senior Democratic Services Officer

APOLOGIES:

Councillors R. Edwards, M. Hickman, P. Jones and D Husdon

1. Declarations of interest

There were no declarations of interest made by members.

2. Gwent Frailty Programme

Context:

The committee were presented with the Gwent Frailty Programme Section 33 Renewal, which informed members on the proposal to review and renew the Section 33 agreement (Health Act 1999) between Aneurin Bevan University Health board and the five local authorities– Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

Sufficient information would be received by the five organisations as part of the collaboration agreement. S33 was not appended to the report but would be available if required by members.

The report had been considered by the joint partnership and would be subject to the scrutiny and executive process.

Key Issues:

The Gwent Frailty Programme (GFP) is a transformational programme between the five neighbouring local authorities in the former Gwent area and Aneurin Bevan University Health Board (ABUHB). Its aim is to provide services to frail people across the area in a way that is person centred and focused on the needs of individuals, rather than organisations. It is regarded by the Welsh Government as one of Wales' iconic projects, and has been backed by repayable Invest to save funding of £6.3 million.

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Gwent Frailty has been developed in recognition that many aspects of current models of health and social care provision are unsustainable and that more effective whole system working is necessary to address increasing demand for services which meet frail individuals' needs.

The five local authorities (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) engaged in the Frailty Programme with Aneurin Bevan University Health Board (ABUHB) agreed a Section 33 agreement from 2011/12 – 2013/14.

The formula for funding agreed was that ABUHB agreed to contribute 77% of the additional investment required, with the other 23% additional investment agreed to be contributed by local authorities.

The formula for I2S payback was in simple terms based on the anticipated savings each of the partners would receive from the investment. For local authorities that was expected to be in terms of reduced packages of care and care home beds. For ABUHB savings were expected from reductions in bed day usage.

The review of the programme has also been guided by two external reviews, the Cordis Bright Review (commissioned by the GJFC in July 2014 and previously reported to Adult Select Committee), and the Wales Audit Office (WAO) review published in December 2015 (and to be reported to Adult Select Committee's across the whole partnership at a date to be arranged)

The WAO report (Dec 2015) concluded that...*'the Programme has demonstrated positive regional cross-sector partnership working to tackle growing community based needs, but it has not evidenced tangible outcomes, which will be important as partners determine the future of the Programme.'*

The Cordis Bright review:

The GJFC received and confirmed the report and 4 key challenges emerged from the review:

- Acknowledgment that cash releasing savings were unlikely, but cost avoidance may have been achieved.
- The need to shift to a consistent service model across Gwent, based on the most effective evidence based approach.
- The need for better information and performance capture to allow evaluation to be performed and develop future targets for CRTs, including service efficiencies.
- Establish a single Frailty Director to manage the service and its development aligned to the recommendations of the review and future direction for Frailty in Gwent.

The introduction of the Frailty Programme Director has been established and is helping guide the programme.

The Programme Director will also become the designated budget holder at programme level but will delegate to the Community Resource Teams (CRT)/Integrated Service Teams (IST) Managers at an operational level, with some budget accountability being held by ABUHB Community Divisional Nurses and Local Authority Head of Service.

Locality Delivery Plans (LDP) will be introduced for 2016/17 which will include a service delivery statement, resources and all associated costs for the five county boroughs. The CRT/IST will report monthly to the Programme Director on financial and delivery performance. This process is the first stage in the revised governance process.

Member Scrutiny:

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Following presentation of the report Members were invited to comment, during which time the following points were noted:

- The Chairman thanked officers for information that had been presented.
- Members commended the team and recognised their good knowledge, in being influential players moving forward. Particular praise was given in relation to how budget pressures had been considered and addressed well in advance. It was hoped that this direction would continue for the future.
- The Cabinet member highlighted the value and pride in how the Social Care and Wellbeing act had been significant. One underpinning philosophy, was having individual at the centre of everything, organisations and partnerships had collaborated in agreeing the best way forward for the individual.
- In terms of assessing value for money and quantifying savings achieved, this had been difficult due to the nature of the service. The important factors were to consider what the service would look like if no changes had been made. Demographics had been a significant factor, there had been dramatic reductions in institutional care.
- The committee acknowledged the amount of work that had gone into the service area and welcomed that the improved service had resulted in reduced hospital admissions.
- Members suggested that the use of the word 'frailty' could be changed, as it was not representative of all service users. Officers confirmed that the title was, 'people are happily independent' and use of frailty was avoided where possible.
- The purpose of the service was that people within the system were supported and this reflected reality. Quantative measurement was not possible, the service benefits would be identified through case studies, experience, client videos and outcomes.
- There had been challenges in respect of addressing regulators expectation of 'tangible outcomes' and specific financial benefits.
- The committee recognised that the service demonstrated impact and outcomes for individuals, in accordance with a set of principles and values. The importance of the service delivery was significant.
- Members welcomed that changes would be made and that culture change would occur across the five authorities.

Recommendations:

1. Adult Select Committee are asked to consider the proposals outlined which have been agreed by the Gwent Joint Frailty Committee (GJFC) and present recommendations to Cabinet about how Monmouthshire County Council should proceed.

The proposal and associated changes form a package of measures to improve the sustainability of the service and include:

- ABUHB and each Local Authority individually confirming its financial contribution to the Frailty Programme, recurrently, for at least the period of the loan repayment (up to and including financial year 2020/21) – this will include declared and ex-Invest to Save (I2S) funding for pooling. This will require a firm commitment from 2016/17 and onward budgets, with a longer term financial plan being developed and agreed, to ensure value is achieved from the investment and efficiency improvements.
- A programme of efficiency savings shared by partner organisations on the basis of relative I2S funding contributions to ensure overall programme costs are managed within agreed budget funding levels.

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- Any Partner proposing to disinvest in the frailty programme must not shift a service burden to another partner and will be subject to the terms of the Section 33 agreement.

Committee Conclusion:

The Chair thanked officers for the informative report.

In summarising the chair highlighted the following points:

Take comfort that S33 is available.

Recognise that this is a desirable way of working on its' own terms. Not about financial gain and numbers, which does have impact and positive outcome and focuses on the whole person.

Recognise that great deal of work has been done, to look at value for money and select are satisfied on those grounds.

Encouraging engagement with civil servants and others to increase understanding and learning of the model, particularly those who determine criteria by which we are judged.

Some concerns regarding use of the word 'frailty'

Look forward to continuing reports on progress and to WAO report being brought to committee when time is appropriate, when available

3. Budget Monitoring

Context:

The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 3 which represents month 9 financial information for the 2015/16 financial year.

This report will also be considered by Select Committees as part of their responsibility to,

- assess whether effective budget monitoring is taking place,
- monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
- challenge the reasonableness of projected over or underspends, and
- monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

Key Issues:

Specific issues were highlighted which were relevant to the Adults Select Committee:

- A £162k potential overspend needs some further analysis to understand the underlying position. This overspend includes £620k overspend in relation to non-school redundancy costs (which are still subject to member approval). Setting these one off costs aside would reduce the over spend to an underspend of £458k. However, the position reported above also includes £778k of underspends relating to reserve funded projects which are now going to be deferred to 2016/17. Taking this into account results in an over spend of £320k overall and a £1.096 million overspend in net cost of services.

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- Bulk of overspend is within Childrens Services and addressed at a corporate level. Adult social care, increased income generation from current vacancies which are being held.
- Compensated by overspends (Mardy Park and Severn View). £95k budget mandate to be considered (additional payments), met wholly by Adults select mandate.
- Performance against mandate savings, 274k sitting within adults select and have been achieved 100%.
- One note of caution, over the next 2 years will be required to achieve savings and work over and above existing budgets. Requirement to look at significant achievements that have been made this year.
- Areas relevant to Adults select were moving in the right direction and no areas of concern.
- In summing up, officers highlighted that the directorate were on track, £136k would be delivered for year end. All mandate savings had been achieved, however, further savings to be achieved in 2016/17 and 2017/18, this should not detract from the good work that had been undertaken by officers within the directorate.

Members Scrutiny:

- Officers were commended in relation to work that had been done and savings that had been achieved.
- A member requested clarification regarding what reduced income related to due to falling long term clients. Officers responded that this related to the transformation of Mardy Park and the decreased number of long term paying clients, which had resulted in a direct loss to income streams.
- A member queried whether work force planning was in place. Officers confirmed that this was an issue, with an ageing workforce, key employees with significant expertise were planning for retirement. Succession planning was regularly considered by the directorate, this was a challenge for management and a transition period would be required. There was recognition for the high calibre of staff within both Adults and Children's teams.
- The select committee were reassured that there was a good reporting structure through the directorate, the budget was structured early and fed back to directorate accountants. Issues that covered both Children and Adults would be identified. Culture of the directorate ensured that staff were expected to deliver and had a plan in place.

Committee Conclusion:

Staff were commended for excellent work and this was evidenced through working at high service levels.

The Committee welcomed the interplay between operational team, finance officers and Cabinet member, the relationship of the team was very apparent.

Chair highlighted the importance of succession planning, alongside culture. Role models of people who at a senior level don't switch auto over to managerial. Link with practice is always there which is priceless.

Welcome report and thanks to officers/cabiety. Recognise tough probs ahead but already configuration in place to address, which is the culture of the dept.

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4. Mardy Park Resource Centre

Context:

The Adults Select committee were presented with a report, the purpose was to update Adults Select Committee members of the on-going development of Mardy Park Resource Centre [MPRC] as set out in the review report and Adult Select Committee report September 2015 and to seek endorsement for the recommendations set out below prior to Cabinet reports in April 2016.

Key Issues:

1. A brief background to the review, themes and outcomes is given in Appendix 4 of the report.
2. Following approval from Cabinet in October 2015, work commenced to implement the recommendations of the review (Appendix 1). Individual work streams were established (including staffing, rehabilitation services, short breaks, community development & involvement) with representation from the staff teams, partners, elected members and others to deliver the finalised models of service delivery. Work to implement the recommendations of the review is progressing well and a brief update will be given in committee.
3. We are at a critical point in implementing the staffing and accommodation work streams and approvals are now required to move forward with implementation.
4. The staffing at Mardy Park is disproportionate to the needs of the service. It is necessary to reduce the staffing complement to support the new models of service delivery.
5. Current infrastructure does not support the development of integration and place based services. Accommodation is limited and has an impact on the well-being of staff and their ability to undertake all necessary duties.
6. Current accommodation places limits on our ability to work with partners in the Aneurin Bevan Health Board and to develop co-located services that provide seamless, rather than disjointed, services to the people of Abergavenny

Member Scrutiny:

Following the presentation of the report Members were invited to comment:

- Members of the committee commended the facility and welcomed the update report on Mardy Park and recognised that helpful engagement meetings had been held over the past 2 years.
- We welcomed that communication and understanding had improved and developed through engagement with the select committee.
- A member highlighted that the service required further promotion. Officers reassured that this had been done, through newspaper articles and the Communications team.
- Clarification was requested regarding staff implications. The committee were informed that 7 out of the 9 redundancies were voluntary. There would be opportunity for redeployment and redundancy would be last resort.
- A member recognised the need to build on the links with end of life care pathway. Officers confirmed that they were dedicated to develop a specialist support network, which supported the good work delivered by community re-ablement service.
- The committee welcomed further discussion with the Cabinet Member and Leader to progress the issue and dialogue with health board.

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Recommendations:

1. That ASC endorse the on-going development of Mardy Park Resource Centre as a community hub supporting the health and well-being of the Bryn-y-Cwm community.
2. That ASC support the application for a call on reserves of £105,000 to fund expected redundancies as a result of the service redesign.
3. That ASC support the application to set up a capital budget for 2016 / 2017 (funded from reserves) to support the changes to accommodation required.

Committee Conclusion:

Endorsed recommendations and supported proposals.

Thanks to officers.

Good dialogue and looking at things in the right order, prior to be considered by Cabinet.

5. Work Programming

We received the Adults Select Committee work programme.

We noted that the next ordinary meeting of Adults Select Committee would be held on Tuesday 8th March 2016 and 10.00am.

The meeting ended at 12.15 pm

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