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For all enquiries relating to this agenda please contact Amy Dredge  
(Tel: 01443 863100 Email: [dredga@caerphilly.gov.uk](mailto:dredga@caerphilly.gov.uk))

**Date: 12th June 2019**

Dear Sir/Madam,

A meeting of the **Social Services Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Tuesday, 18th June, 2019** at **5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days, and a simultaneous translation will be provided if requested.

All Committee meetings are open to the Press and Public, observers and participants are asked to conduct themselves with respect and consideration for others. Please note that failure to do so will result in you being asked to leave the meetings and you may be escorted from the premises.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Christina Harrhy', enclosed in a large, loopy oval shape.

**Christina Harrhy**  
INTERIM CHIEF EXECUTIVE

## AGENDA

- |   | Pages                             |  |
|---|-----------------------------------|--|
| 1 | To receive apologies for absence. |  |
| 2 | Declarations of Interest.         |  |

Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest (s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

**A greener place Man gwyrddach**



To approve and sign the following minutes: -

- |   |  |        |
|---|--|--------|
| 3 | Health Social Care and Wellbeing Scrutiny Committee held on the 30th April 2019.                 | 1 - 4  |
| 4 | Consideration of any matter referred to this Committee in accordance with the call-in procedure. |        |
| 5 | Social Services Scrutiny Committee Forward Work Programme.                                       | 5 - 36 |

To receive and consider the following Scrutiny reports: -

- |   |   |         |
|---|---|---------|
| 6 | Dementia Friends Training.  |         |
| 7 | Citizens Charter "Gwent Charter For Working Together" - Presentation. |         |
| 8 | Caerphilly Fostering Service Update.                                  | 37 - 42 |
| 9 | Preventing unnecessary Hospital Admissions.                           | 43 - 48 |

#### **Circulation:**

Councillors: A. Angel, J. Bevan (Vice Chair), C. Bezzina, L.J. Binding (Chair), D. Cushing, M. Evans, Miss E. Forehead, A. Gair, Ms J. Gale, D.C. Harse, V. James, L. Jeremiah, Mrs A. Leonard, B. Owen, S. Skivens and C. Thomas

Users and Carers: Michelle Jones, Jill Lawton and Mr C. Luke

Aneurin Bevan Health Board: A. Gough (ABUHB)

And Appropriate Officers

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# Agenda Item 3



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN,  
YSTRAD MYNACH ON TUESDAY, 30TH APRIL 2019 AT 5.30 P.M.

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PRESENT:

Councillor L. Binding - Chair  
Councillor J. Bevan - Vice Chair

Councillors:

D. Cushing, M. Evans, A. Gair, J. Gale, D.C. Harse, V. James, Mrs A. Leonard, B. Owen, S. Skivens and C. Thomas.

Cabinet Member: C. Cuss (Social Care and Wellbeing).

Together with:

D. Street (Corporate Director - Social Services and Housing), J. Williams (Assistant Director - Adult Services), M. Jacques (Scrutiny Officer) and A. Dredge (Committee Services Officer).

Also Present:

Aneurin Bevan University Health Board - C. Birchall (Executive Director of Operations) and K. Smith (Interim Associate Director of Operations).

Welsh Ambulance Service NHS Trust - L. Platt (Assistant Director of Operations) and D. Panniers (Area Operations Manager).

### 1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors A. Angel, C. Bezzina, Miss E. Forehead, L. Jeremiah and Mrs M. Jones and Mr C. Luke (Co-opted Members).

### 2. DECLARATIONS OF INTEREST

Councillors S. Skivens and D. Cushing declared interests in relation to Agenda Item 7 - Welsh Ambulance Service NHS Trust and Aneurin Bevan University Health Board - Response Times and Service Pressures, details of which are recorded with the respective item.

### 3. MINUTES – 19TH MARCH 2019

RESOLVED that the minutes of the meeting of the Health Social Care and Wellbeing Scrutiny Committee held on 19th March 2019 (minute nos. 1 - 8) be approved and signed as a correct record.

**4. CONSIDERATION OF ANY MATTER REFERRED TO THE SCRUTINY COMMITTEE IN ACCORDANCE WITH THE CALL-IN PROCEDURE**

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

**5. HEALTH SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

The Scrutiny Officer introduced the report that informed the Committee of its Forward Work Programme planned for the period June 2019 to April 2020. Members were asked to consider the work programme and to make any amendments or request additional agenda items to be included for future meetings.

The Director advised Members of the significant initiative being introduced by Welsh Government (WG) aiming to safely reduce the number of children placed in Local Authority Care across Wales and suggested a report be brought to the Scrutiny Committee setting out the expectations required on the emerging policy. The Junior and Youth Forum had presented their priority issues at the meeting of Cabinet held on the 24th April 2019 and it was agreed at that meeting that the Forum be invited to attend a future Social Services Scrutiny Committee as their key priority of Mental Health links in with this portfolio. In order to accommodate these reports to be scheduled on the Forward Work Programme it was suggested that the report on the Regional Partnership Board provisionally scheduled for the meeting on the 22nd October 2019 be moved. A Special Scrutiny Committee meeting will then be arranged earlier in the year for consideration of this report.

Following consideration and discussion, and subject to the foregoing it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that:

- (i) the Junior and Youth Forum will attend the Social Services Scrutiny Committee on the 10th September 2019 to present their priority issues;
- (ii) the 'Safe reduction in the numbers of Looked After Children' report be presented at the meeting on the 22nd October 2019;
- (iii) the report on the Regional Partnerships Board be moved from the meeting on the 22nd October 2019 and a Special Scrutiny Committee Meeting be arranged for consideration of this report.

**6. CABINET REPORTS**

The Cabinet report listed on the agenda had not been called forward for discussion at the meeting.

**REPORTS OF OFFICERS**

Consideration was given to the following reports.

**7. WELSH AMBULANCE SERVICE NHS TRUST AND ANEURIN BEVAN UNIVERSITY HEALTH BOARD - RESPONSE TIMES AND SERVICE PRESSURES**

Councillors S. Skivens and D. Cushing declared interests in this item as they both have relatives who work within the Ambulance Service. As the interests were personal, they were not required to leave the meeting.

Colleagues from the Welsh Ambulance Service NHS Trust (WAST) and Aneurin Bevan University Health Board ABUHB) delivered the presentation that provided an overview of the response times and pressures faced within the services.

The Welsh Ambulance Services NHS Trust is spread over an area of 20,640 kilometres and serving a population of 2.9 million people. Examples of services provided within a variety of communities were discussed, with differing environmental and medical needs, from pedal cycles to fast response cars, frontline ambulances, helicopters and Nurses/Paramedics in Clinical Contact Centres (CCC). It was explained that staff attend more than 250,000 emergency calls a year, over 50,000 urgent calls and transport over 1.3 million non-emergency patients to over 200 treatment centres throughout England and Wales. The dedicated staff are the Trust's biggest asset, employing 2,576 people. The resources utilised within the Aneurin Bevan area were summarised and the Red, Amber and Green category calls were explained. Members were advised that the focus for 2018-19 is to review staff rosters and reduce Amber waits and this will ensure the resources are utilised correctly, in the right area at the right time with the right skill set. The Current position in Caerphilly was discussed. It was explained that the population is approximately 180,000 and the number of calls is the highest of all 5 Localities. The 4 Ambulance Stations that support the borough are Bargoed, Nelson, Blackwood and Caerphilly. The support Resources available were set out that include advanced Paramedic Practitioners, a Joint Response Unit and a Falls Team. Members were referred to the performance data collated between January and December 2018 for the red performance target within Caerphilly and comparative data for the neighbouring Local Authorities during this time.

The Scrutiny Committee were then provided with an update of the ongoing work within ABUHB. The current services provided by Ysbyty Ystrad Fawr (YYF) were discussed. These include a Minor Injuries Unit, an Elective Surgical Unit, a Foot and Ankle Centre of Excellence, a Rehabilitation Services and Midwifery Led Unit. Members were referred to the performance data linked to each of the services and the medical assessments of Caerphilly residents attending the Royal Gwent Hospital (RGH). In addition, services will continue to be provided at YYF with further services planned for example a Breast Unit Centre of Excellence. An update was also provided in respect of the Grange University Hospital (GUH) (at the Llanfechra site at the east of Cwmbran) that is currently being built and due to open in 2021. It was explained that a travel time analysis was used to determine the most central and accessible location for this hospital where 97% of the population (of the 5 Local Authority areas) can reach the GUH within 60 minutes. Treatment commences in the home or Ambulance and WAST will transport patients to the nearest hospital in a life threatening emergency.

Members discussed the recently classified categorisation of calls and it was confirmed that these are clinically focused, ensuring the right resource is sent when calls are made. The only time target is linked to the red category of calls made. In terms of data collated, emphasis was placed on the importance of the outcome rather than the response times. A Member referenced the Caerphilly and All Wales average of Category A response times and it was explained that colleagues undertake daily reviews when the 8 minute target is not reached.

Reference was made to Community First Responders who play a huge part in providing support and assistance. There are approximately 200 First Responders across the ABUHB and colleagues are currently working on a 5 year Strategy for the volunteers and promoting this area in moving forward. The importance of access to and the use of defibrillators within the Community was also discussed as this has/can save so many lives. In addition, it was stated that the training of CPR should be introduced across the board and as early as possible to school children.

There are significant pressures on the Health system and the hand over period from WAST to the ABUHB is 15 minutes. It was explained that the winter period was unprecedented with many unwell patients having difficulty in leaving hospital which impacts on the hours lost by

the Ambulance Service waiting outside hospitals. In terms of hospital discharge, assurances were given that this is a professional decision and the ABUHB are working with the LA and a new pathway has been introduced in respect of failed discharges. The services are looking at other pathways to reduce the impacts on emergency departments. Both WAST and ABUHB emphasised the importance of working collaboratively with all emergency services including the Police and Fire Service.

The Chair thanked colleagues from the WAST and ABUHB for the valued work the men and women undertake across the services on a daily basis. He also thanked the colleagues for attending the Scrutiny Committee and for delivering the presentation and Members noted its contents.

The meeting closed at 7.05pm.

Approved as a correct record, subject to any amendments agreed and recorded in the minutes of the meeting held on the 18th June 2019.

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CHAIR



## **SOCIAL SERVICES SCRUTINY COMMITTEE – 18TH JUNE 2019**

**SUBJECT: SOCIAL SERVICES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES & HOUSING**

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### **1. PURPOSE OF REPORT**

1.1 To report the Social Services Committee Forward Work Programme.

### **2. SUMMARY**

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholders.

### **3. RECOMMENDATIONS**

3.1 That Members consider any changes and agree the final forward work programme prior to publication.

### **4. REASONS FOR THE RECOMMENDATIONS**

4.1 To improve the operation of scrutiny.

### **5. THE REPORT**

5.1 The Social Services Scrutiny Committee forward work programme includes all reports that were identified and discussed at the scrutiny committee meeting on 30th April 2019. The work programme outlines the reports planned for the period June 2019 to May 2020.

5.2 The forward work programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

5.3 The Social Services Scrutiny Committee Forward Work Programme is attached at Appendix 1. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

## 5.4 **Conclusion**

The work programme is for consideration and amendment by the scrutiny committee prior to publication on the council website.

## 6. **ASSUMPTIONS**

6.1 No assumptions are necessary.

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

7.1 The operation of scrutiny is required by the Local Government Act 2000. The Local Government (Wales) Measure 2011 and subsequent Statutory Guidance include requirements to publicise the work of scrutiny committees. The operation of scrutiny committee forward work programmes was agreed following decisions by Council in October 2013 and October 2015.

### 7.2 **Corporate Plan 2018-2023.**

Scrutiny Committee forward work programmes contributes towards and impacts upon the Corporate Well-being Objectives by ensuring that the Executive is held to account for its Corporate Objectives, which are:

Objective 1 - Improve education opportunities for all

Objective 2 - Enabling employment

Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being

Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment

Objective 5 - Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015

Objective 6 - Support citizens to remain independent and improve their well-being

## 8. **WELL-BEING OF FUTURE GENERATIONS**

8.1 The Forward Work Programmes contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring there is an effective scrutiny function and that council policies are scrutinised against the following goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales



## **9. EQUALITIES IMPLICATIONS**

9.1 There are no specific equalities implications arising as a result of this report.

## **10. FINANCIAL IMPLICATIONS**

10.1 There are no specific financial implications arising as a result of this report.

## **11. PERSONNEL IMPLICATIONS**

11.1 There are no specific personnel implications arising as a result of this report.

## **12. CONSULTATIONS**

12.1 There are no consultation responses that have not been included in this report.

## **13. STATUTORY POWER**

13.1 The Local Government Act 2000, the Local Government (Wales) Measure 2011.

Author: Amy Dredge, Committee Services Officer, [dredga@caerphilly.gov.uk](mailto:dredga@caerphilly.gov.uk)  
Consultees: Catherine Forbes-Thompson, Interim Head of Democratic Services  
Dave Street, Corporate Director Social Services  
Robert Tranter, Head of Legal Services/ Monitoring Officer

### Appendices:

Appendix 1 Social Services Scrutiny Committee Forward Work Programme  
Appendix 2 Cabinet Forward Work Programme  
Appendix 3 Forward Work Programme Prioritisation Flowchart

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Social Services Scrutiny Committee Forward Work Programme

Appendix 1A

<b>Social Services Scrutiny Committee Forward Work Programme April 2019 to April 2020</b>			
<b>Meeting Date: 18<sup>th</sup> June 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Foster Care Fees	To provide an update to Members on recruitment of foster carers one year on from the introduction of the revised Fee Structure	Update will include the following key information: <ul style="list-style-type: none"> <li>• Recruitment activities</li> <li>• Enquiry rates</li> <li>• Numbers of assessments</li> <li>• Numbers of approvals</li> </ul> Numbers of placements offered	Gareth Jenkins, Assistant Director - Children's Services
Citizens Charter – Presentation “Gwent Charter For Working Together”	To talk to the Scrutiny Committee about the Gwent Charter	<ul style="list-style-type: none"> <li>• What the Gwent Charter is</li> <li>• Who has already signed up to it</li> <li>• Who we would like to sign up to it</li> <li>• How we will monitor the success of the charter</li> </ul>	<b>Ffion Poole</b> , Chair of Caerphilly People First. <b>Sharon Cochrane</b> , Vice-Chair of Caerphilly People First. <b>Christy Taylor</b> , Support Worker with Caerphilly People First.
Hospital Discharge	To advise members of two new schemes the regional Home First project and the discharge to assess model in YYF.	Home First is a regional project in RGH and NHH to prevent unnecessary admissions to wards and to provide short term or bridging packages of care. Discharge to assess model operates in YYF and is part of the Community Resource Team offer.	Jo Williams, Assistant Director – Adult Services
Dementia Friends Training	To provide Members with training to help them to understand what it's like to live with dementia and the actions they can take to make a positive impact.	This training is part of the Authority's commitment to becoming a Dementia Friendly Council, to improve the lives of people affected by dementia. As part of this we support Dementia Friendly communities that empower people affected by Dementia, to have high aspirations & feel confident, knowing they can contribute and participate in activities that are meaningful to them. awareness and promote the training.	John Green, Dementia Friends Trainer  Paul Cooke, Senior Policy Officer, Communities

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 10<sup>th</sup> September 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Junior & Youth Forum Priorities Report	To inform members of the priorities identified by the Junior & Youth Forum	Both the Junior & Youth Forum priorities for 2019 fall under the health theme. Junior Forum priority – More awareness of support for drugs and alcohol. Youth Forum priority - Mental Health – Services should be improved with young peoples help. Young people should have mental health first aid education.	Paul O’Neill, Senior Youth Service Manager / Clare Jones, Youth Forum Co-ordinator
Wellbeing Objectives	To inform Members of the progress made against Wellbeing Objective WB6	To inform Members of the progress made against Wellbeing Objective WB6 - Support citizens to remain independent and improve their well-being.	Dave Street, Corporate Director – Social Services
Month 3 Budget Monitoring	To inform Members of projected revenue expenditure for the Social Services Directorate and to update Members on the progress made against the savings targets built in to the revenue budget for the Directorate	Identification of significant variances between budgeted expenditure and forecasted expenditure for the financial year based on information available at the end of June, along with causes and any mitigating action taken.	Mike Jones, Interim Financial Services Manager, Social Services

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 22nd October 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Month 5 Budget Monitoring	To inform Members of projected revenue expenditure for the Social Services Directorate and to update Members on the progress made against the savings targets built in to the revenue budget for the Directorate	Identification of significant variances between budgeted expenditure and forecasted expenditure for the financial year based on information available at the end of August, along with causes and any mitigating action taken.	Mike Jones, Interim Financial Services Manager, Social Services
Regional Partnerships Boards (include pooled budgets & Long terms plans).			Dave Street, Corporate Director – Social Services
The safe reduction in the numbers of looked after children			Gareth Jenkins, Assistant Director - Children’s Services
Directors Annual Report	To inform scrutiny committee of the key messages that have been identified in the preparation of the Annual Directors Report on the effectiveness of social care services in Caerphilly CBC	<ul style="list-style-type: none"> <li>• A summary outlining the effectiveness of Social Services.</li> <li>• The progress achieved in relation to set priorities for the previous year. Priority areas for development in the year ahead.</li> </ul>	Dave Street, Corporate Director – Social Services

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 3<sup>rd</sup> December 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Medium Term Financial Plan (MTFP)			Dave Street, Corporate Director – Social Services  Mike Jones, Interim Financial Services Manager, Social Services

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 4<sup>th</sup> February 2020</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Month 9 Budget Monitoring Report	To inform Members of projected revenue expenditure for the Social Services Directorate and to update Members on the progress made against the savings targets built in to the revenue budget for the Directorate	Identification of significant variances between budgeted expenditure and forecasted expenditure for the financial year based on information available at the end of December, along with causes and any mitigating action taken.	Mike Jones, Interim Financial Services Manager, Social Services

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 17<sup>th</sup> March 2020</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Multi-Disciplinary Intervention Support Team (MIST)	To provide an annual update on the Caerphilly Service as requested by Members	The update will provide activity information for the Caerphilly Service demonstrating improved outcomes for children looked after and will include case studies	Jennie Welham, Children's Services Manager
Aneurin Bevan University Health Board			Primary Care and Community Division - ABUHB



Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date: 28<sup>th</sup> April 2020</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date:</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme

<b>Meeting Date:</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

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Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 18<sup>th</sup> June 2019 – Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Social Services Revenue Budget 2019/20	To provide Members with details of the revenue budget settlement for the Directorate of Social Services	Confirmation of agreed savings targets and allocation of growth money.	Mike Jones, Interim Financial Services Manager, Social Services
Social Services Grants 2019/20	To inform Members of grant funding for the Directorate of Social Services.	Confirmation of funding awarded to the Directorate to be used for solely for the purposes specified by the funding body.	Mike Jones, Interim Financial Services Manager, Social Services

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 10<sup>th</sup> September 2019 – Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 22<sup>nd</sup> October 2019 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 3<sup>rd</sup> December 2019 - Information Reports (MTFP Special)</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>



Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 4<sup>th</sup> February 2020 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 17<sup>th</sup> March 2020 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 28<sup>th</sup> April 2020 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 2020 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

Social Services Scrutiny Committee Forward Work Programme  
Appendix 1B

<b>Meeting Date: 2020 - Information Reports</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

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## Cabinet - Forward Work Programme

Title	Key Issues	Author	Cabinet Member
<b>Wednesday - 12/06/2019      Cabinet &amp; PDM</b>			

Impact Of Universal Credit and Homelessness	To advise Cabinet of the initial impact of Universal Credit and to seek approval of the policies we have in place to manage the impact.	Shaun Couzens	Cllr. Lisa Phipps
Future Caerphilly Transformation Strategy	To seek Cabinet approval of a new operating model for the Council	Steve Harris	Cllr. Barbara Jones
Digital Strategy	To seek approval of the Council's digital strategy.	Liz Lucas	Cllr. Colin Gordon
Office 365	To explore the principles for the roll out of Office 365	Liz Lucas	Cllr. Colin Gordon
Provisional Outturn for 2018/19	To provide Cabinet with details of the provisional outturn for the 2018/19 financial year prior to the annual audit by the Authority's External Auditor, Grant Thornton	Stephen Harris	Cllr. Barbara Jones

**Wednesday - 26/06/2019**

**Cabinet & PDM**

Hafodyrynys Air Quality Feasibility Study	To present for approval for public consultation the draft Final Plan prepared in response to the Air Quality Direction issued by Welsh Government in respect of compliance with the EU Air Quality Directive at Hafodyrynys	Rob Hartshorn	Cllr. Eluned Stenner
Review of CCBC Regeneration Grants	To make recommendations to Cabinet following a review undertaken on the revenue and capital grant schemes currently administered by the Council's Regeneration Division. The report outlines proposals to amalgamate the grants into a combined "Caerphilly Enterprise Fund" and to focus their delivery to areas where they will have the biggest impact.	R. Kyte	Cllr. Sean Morgan
Annual Welsh Language Standards Report 2018-19	To present to Cabinet the report which include a progress update on the Welsh Language Strategy	Anwen Cullinane	
Energy Generation and Savings Options	To outline work undertaken by the authority on energy conservation and carbon reduction, and to outline further opportunities resulting from energy Management / Generation.	Allan Dalimore	Cllr. Sean Morgan
<b>Wednesday - 10/07/2019 Cabinet &amp; PDM</b>			
Consultation Response Report - Federation of Schools	Cabinet to consider the responses received as part of the formal consultation process and determine whether to proceed to formal federation for the 4 groups of schools included within the report.	Sue Richards	Cllr. Philippa Marsden



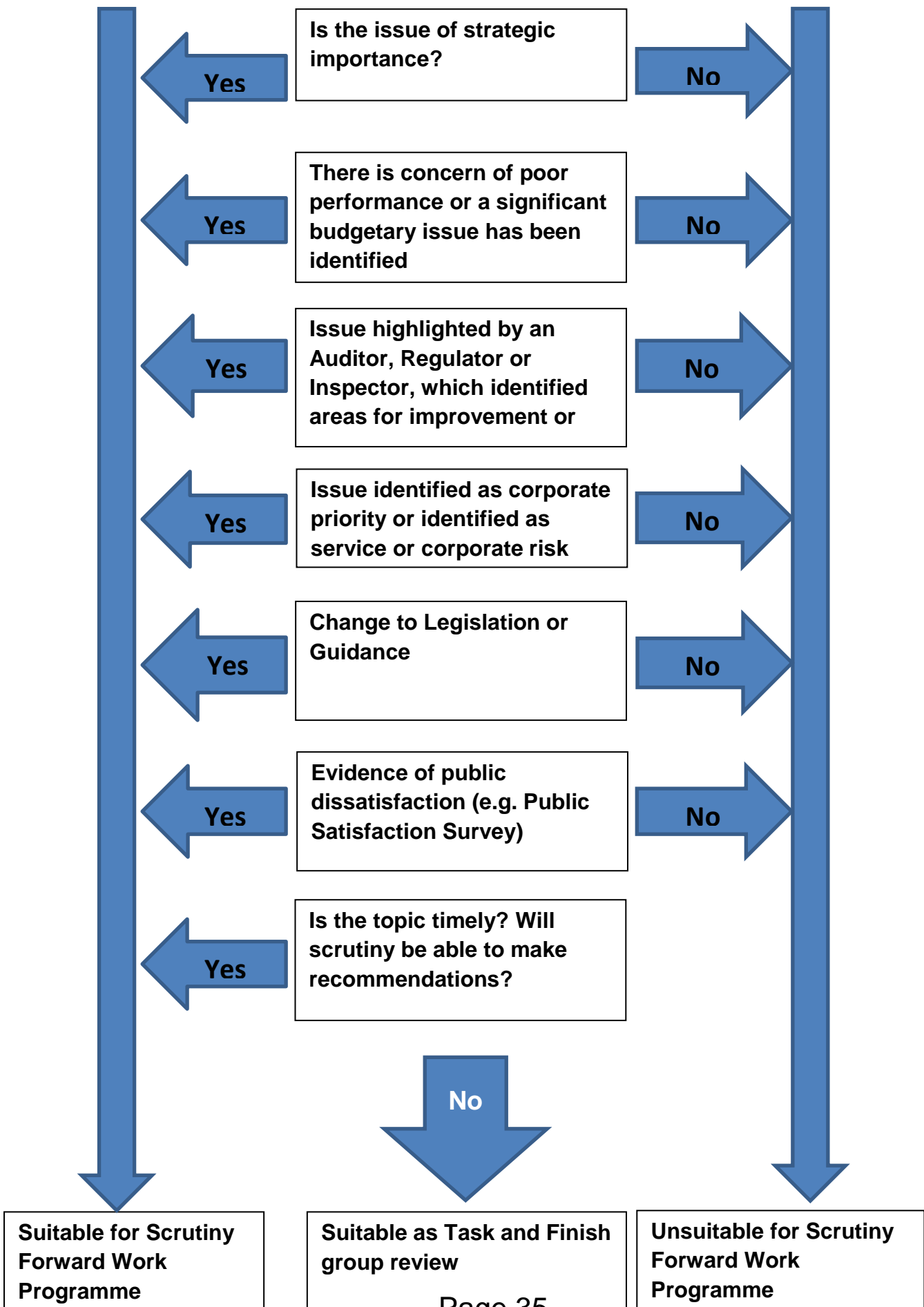
Corporate Plan 2018 - 2023	To provide an update on progress	Ros Roberts	Cllr. Barbara Jones
Fees and Charges		Stephen Harris	Cllr. Barbara Jones
Infrastructure Development - Commuted Sums	To develop a consistent approach to commuted sums for Highways, drainage, Leisure and Green Space Infrastructure and to develop some consistency in accounting processes.	Marcus Lloyd	Cllr. Sean Morgan
Armed Forces: Guaranteed Interview Scheme	To consider a guaranteed interview scheme for former Armed Forces service leavers, reservists, veterans and spouses if they meet the vacancy essential criteria.	Lisa Rawlings	Cllr. Barbara Jones
Regeneration Board Projects - Tranche 3 Projects		Allan Dallimore	Cllr. Sean Morgan
<b>Wednesday - 24/07/2019 Cabinet &amp; PDM</b>			
Cabinet - Cancelled			
<b>Wednesday - 04/09/2019 Cabinet &amp; PDM</b>			

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<b>Cabinet - Forward Work Programme</b>			
<b>Title</b>	<b>Key Issues</b>	<b>Author</b>	<b>Cabinet Member</b>
<b>Wednesday - 18/09/2019</b>		<b>Cabinet &amp; PDM</b>	
Annual Performance Report 2018	To discuss and present the Annual performance Report	Ros Roberts	Cllr. Barbara Jones
<b>Wednesday - 02/10/2019</b>		<b>Cabinet &amp; PDM</b>	
Updated Code of Corporate Governance and Terms of Reference	To approve the updated code.	Stephen Harris	Cllr. Barbara Jones
<b>Wednesday - 16/10/2019</b>		<b>Cabinet &amp; PDM</b>	
<b>Wednesday - 30/10/2019</b>		<b>Cabinet &amp; PDM</b>	
Heads of the Valleys Masterplan		Rhian Kyte	Cllr. Eluned Stenner
<b>Wednesday - 13/11/2019</b>		<b>Cabinet &amp; PDM</b>	

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**Scrutiny Committee Forward Work Programme Prioritisation**



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## **SOCIAL SERVICES SCRUTINY COMMITTEE – 18TH JUNE 2019**

**SUBJECT: CAERPHILLY FOSTERING SERVICE UPDATE**

**REPORT BY: CORPORATE DIRECTOR – SOCIAL SERVICES & HOUSING**

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### **1. PURPOSE OF REPORT**

- 1.1 To provide Scrutiny Committee with an update on the Fostering Service a year on from the implementation of the revised Fee and Payments structure, as requested by the Committee on 1<sup>st</sup> May 2018.

### **2. SUMMARY**

- 2.1 Scrutiny Committee is fully aware of the pressures facing Children's Services and in particular the pressure of increasing numbers of children Looked After, increasing complexity and challenging behaviours and the relentless demands made by the Courts. These pressures are compounded by the availability of suitable placements for children.
- 2.2 The report presented to Scrutiny Committee in May of last year identified that Caerphilly had been experiencing a year on year net loss in the number of foster placements being provided. That report identified that, despite a positive radio advertising campaign and an increased number of enquiries to Caerphilly, prospective carers were choosing to apply to other Local Authorities or Independent Fostering Agencies (IFA's) because of the remuneration packages being offered. The Committee was advised that Caerphilly's foster carer fee levels were one of the lowest in Wales and this was impacting on the ability to recruit sufficient carers.
- 2.3 As a result, new enhanced fees and other allowances were proposed with significant investment being required to support this. These proposals were considered by Scrutiny Committee in May 2018 and were ratified by Cabinet in June 2018. This report provides Committee with an update on the impact of the new Fee structure and an overview of the service more generally for Committee Members information.

### **3. RECOMMENDATIONS**

- 3.1 Scrutiny Committee are requested to note the content of this report and the positive improvements across the service area.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To ensure Scrutiny Committee is fully aware of the activity across the Fostering Service over the last 12 months and recognises the hard work and commitment of all those involved.

## 5. THE REPORT

- 5.1 Along with the Social Work Teams, Foster Carers are the most valuable resource within Children's Services. Their dedication, commitment, hard work and care mean that many of the most vulnerable children in Caerphilly are supported to achieve their full potential. Relationships children make with foster carers very often last into their adulthood.
- 5.2 As a result, fostering can be a highly rewarding career choice but consultation undertaken with Caerphilly carers early in 2018 identified a high level of dissatisfaction. Whilst all carers confirmed they were very happy with the support provided by the Fostering Team, the mainstream foster carers all felt that their fee levels did not reflect the level of commitment they are expected to demonstrate and as a result they were feeling undervalued. As stated at paragraph 2.2, having reviewed the fee levels across the region, it was clear that the remuneration package required an overhaul if we hoped to recruit more carers.

### **Remuneration:**

- 5.3 All foster carers receive a weekly allowance for each child placed with them based on 3 age bands of 0-4 years, 5-10 years and 11+ years. These allowance levels are set annually by Welsh Government and are referred to as the National Minimum Allowance (NMA). The current NMA rates for 2019/20 are as follows:

0-4 years: £181 per week  
5-10 years: £165 per week  
11+ years: £206 per week

- 5.4 Prior to June 2018, Caerphilly was operating a three tier foster carer structure consisting of Probationary, Mainstream and Career Carers with significantly different fee levels as follows:

Probationary Carer: £50 per week  
Mainstream Carer: £68 per week  
Career Carer: £176 per week

- 5.5 As a result of the consultation, it was proposed that all approved foster carers would receive the same fee but that this fee would vary depending upon the age of the child and would therefore be linked to the NMA age bandings above. For the current financial year, the fee levels are:

0-4 years: £128  
5-10 years: £164  
11+ years: £185

- 5.6 Whilst this revised fee structure was significantly higher than the previous arrangement, it served to bring Caerphilly up to the level of their competitors and was very well received by the foster carers.

- 5.7 In addition, the following was also agreed:

- Fees would increase annually in line with the Council's annual pay award for staff
- The re-introduction of a Birthday Allowance (£100) and Christmas Allowance (£200)
- Automatic entitlement to 2 weeks holiday allowance
- The Service would implement savings for children Looked After in line with the NMA recommendations.

- 5.8 The full year cost of implementing the new remuneration package was £291k. Service specific reserves were utilised in order to implement the package from the 1<sup>st</sup> June 2018 and to allow time for Children's Services budgets to be realigned going forward.



## **Recruitment:**

- 5.9 With the successful radio campaign continuing to be funded and with foster carers stating they were now proud to be fostering for Caerphilly, the Team maximised on their recruitment activity.
- 5.10 2018/19 is the first year that the service has reported a net increase in foster carers and placements offered. The overall increase to date has been 15 foster care households offering 20 placements.
- 5.11 In addition, enquiry rates continue to remain high and there are currently 10 prospective carers at various stages of the assessment process.
- 5.12 Our main competitors are the independent sector and we can report that we have had approaches from 8 IFA carers interested in transferring to Caerphilly.
- 5.13 Of most significance is the fact that we have reduced our reliance on the IFA's by 16 placements which, even at conservative levels, has saved the Council at least £500k over a full year.
- 5.14 The "Foster:Caerphilly" website has been updated and is ready to be relaunched – offering a more interactive experience for both prospective and existing carers. Together with a greater presence on Social Media including 'Feel Good Friday' on Facebook, awareness of Caerphilly is growing across the region.
- 5.15 Caerphilly celebrated the National Fostering Fortnight between Monday 13<sup>th</sup> and Friday 24<sup>th</sup> May with a range of activities and daily media coverage including:
- 'Five Miles x Five Days' walk across the County Borough supported by Elected Members
  - Reception on route at Ty Penallta with Cabinet
  - Sponsored runners in the Caerphilly 10k run
  - Annual consultation event with all foster carers
  - Cascade Quilters were in Ty Penallta showing the blankets and quilts they are donating to children Looked After

## **Conclusion**

- 5.16 There is no question that the new remuneration package has had a direct impact on recruitment of new foster carers. Equally, it has had a direct impact on existing foster carers who report feeling valued and feeling part of the Caerphilly Team. Combined with the on-going training and support provide by the Fostering Service, Caerphilly has strengthened its position in the region.

## **6. ASSUMPTIONS**

- 6.1 There are no assumptions made or presumed in this report.

## **7. LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 Social Services & Well Being (Wales) Act 2014.
- 7.2 Children's Services Commissioning Strategy 2015-2020.
- 7.3 Statutory Foster Care Regulations.

## 7.4 Corporate Plan 2018-2023

The content of this report impacts contributes towards Well Being Objective 6: Support citizens to remain independent and improve their well-being.

## 8. WELL-BEING OF FUTURE GENERATIONS

8.1 The content of this report contributes to the following Well Being Goals:

- A resilient Wales
- A more equal Wales
- A Wales of cohesive communities

The report is consistent with the five ways of working as defined within the sustainable development principle in the Act as follows:

- Long Term – the implementation of the improved remuneration package for foster carers contributes to the longer term sustainability and resilience of the Caerphilly Fostering Service effectively 'future proofing' the service.
- Prevention – the Service was losing foster carers year on year and could not be sustained. The new remuneration package has had a direct impact on the increased recruitment of foster carers placing the service in a much more positive position
- Integration – increasing the pool of foster carers has a direct impact on Children's Services and Social Services as a whole by reducing costs and budget pressures through reduced reliance on the private sector.
- Collaboration – the whole review of the service has been conducted in full collaboration of foster carers.
- Involvement – the service review has been conducted in full consultation with the foster carers, staff team and other partners.

## 9. EQUALITIES IMPLICATIONS

9.1 This report is for information purposes only, so the Council's full Equality Impact Assessment process does not need to be applied.

## 10. FINANCIAL IMPLICATIONS

10.1 The funding for these proposals was secured in 2018/19, therefore there are no financial implications arising from this report.

## 11. PERSONNEL IMPLICATIONS

11.1 There are no personnel or HR implications arising from this report.

## 12. CONSULTATIONS

12.1 The report is for information purposes and reflects the views of consultees.

## 13. STATUTORY POWER

13.1 Social Services & Well Being (Wales) Act 2014.

Author: Gareth Jenkins, Assistant Director – Children’s Services  
jenkig2@caerphilly.gov.uk

Consultees: Councillor Carl Cuss, Cabinet Member for Social Services  
cusscj@caerphilly.gov.uk  
Dave Street, Corporate Director – Social Services  
streed@caerphilly.gov.uk  
Janine Edwards, Service Manager – Children’s Services  
edwarj6@caerphilly.gov.uk  
Carla Perry, Fostering Team Manager  
perrycl@caerphilly.gov.uk

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## SOCIAL SERVICES SCRUTINY COMMITTEE – 18TH JUNE 2019

**SUBJECT: PREVENTING UNNECESSARY HOSPITAL ADMISSIONS**

**REPORT BY: DAVE STREET CORPORATE DIRECTOR SOCIAL SERVICES**

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### 1. PURPOSE OF REPORT

- 1.1 To update members of the Social Care and Well-Being Scrutiny Committee on initiatives in practice to prevent unnecessary admissions to and facilitate timely discharges from hospital.

### 2. SUMMARY

- 2.1 Home First is one of a suite of initiatives sponsored by the Gwent Regional Partnership Board to support the continued development of a '*seamless system*' of care, support and wellbeing in Gwent in response to the Welsh Government's new long term plan for health and social care 'A Healthier Wales'.

This paper sets out to explain what Home First is, why it was created, what it aims to deliver and how its effectiveness will be measured and monitored.

- 2.2 Discharge to assess (D2A) is an initiative the Community Resource Team (CRT) have introduced in Ysbyty Ystrad Fawr (YYF). This was initially piloted and is now an established discharge pathway. D2A aims to reduce the amount of time individuals stay in hospital unnecessarily, who can be safely discharged back to the community with minimum or no formal support in place and an assessment carried out post discharge at home. Evidence suggests assessing an individual in their own home reduces their level of dependency, which in turn often reduces the level of support required long term. Focus also shifted to helping individuals achieve what matters to them by providing creative individual solutions that includes using their own strengths as well as family and community links rather than commissioning standard care provision.

### 3. RECOMMENDATIONS

- 3.1 Members note the progress that has been made in Home First across the region using transformation grant funding.
- 3.2 Members note we are currently in the middle of a Wales Audit Office – Well-Being of Future Generations examination of the authorities Well-Being Objective 5 "work in partnership with Aneurin Bevan University Health Board (ABuHB) to prevent unnecessary admissions to hospital and facilitate timely discharges "A report on the outcome of the examination will come to the committee in due course.

#### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To report on progress on Objective 5 - Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.

#### **5. THE REPORT**

- 5.1 The pressures, challenges and demands in adult social care have been well documented both locally and nationally. The demand for social care services are growing in the context of significant demographic changes and the growing incidence and large prevalence of complex, long term conditions. The ageing population means over a quarter of the population in Wales is aged 50 plus. Those aged over 65 are expected to increase from around 600,000 in 2013 to 900,000 in 2037 and the number of over 85s is growing at an even faster rate (Age Cymru, 2015). Wales also has a higher proportion of people aged 85 plus compared to the rest of the UK (Stats Wales, 2012). The Population needs assessment for the Gwent region has highlighted some key points

- There are significant increases projected for the over 65 years of age population when an estimated 1 in 4 people (26%) will be aged 65 or older – which is broadly similar to Wales.
- By 2036, it is estimated that the number of people aged 85 and over will increase by 147%.

- 5.2 As expected, the challenges experienced in adult social care are mirrored in the health service. Changes in how people live their lives and the success of the NHS in keeping people alive for longer means demand for care is rapidly rising. Wales currently has the highest rates of long-term limiting illness in the UK. All these factors affect people's health and increases demand on health and care services.

- 5.3 The impact, whilst all year round, is exacerbated in the winter months. The ageing population, accompanied by increasing co-morbidity, medicalisation, frailty and social isolation, is a long term driver of unscheduled care demand in the hospitals. As people live longer but have fewer children, there is an increased proportion of the population who are dependent on care. On average, older people have lower baseline functions, greater frailty and lower resilience. This leads to greater need for support for the activities of daily living, tipping over into acute ill health at a lower threshold, and slower recovery from illness, which places increased demand on health and social care services.

- 5.4 While attendance at Emergency Departments (EDs) remains generally static, the complexity of patient need and other influencing factors have resulted in performance not improving despite numerous initiatives focussed on EDs efficiency. The complexity and severity of conditions of those admitted places a huge strain across ED. The most significant issue is not the numbers of people presenting at ED but the ability to provide alternatives to admission alongside the ability to transfer patients safely and quickly from hospital to their place of residence and to prevent readmission.

- 5.5 Winter planning is high on the agenda for Welsh Government to ensure there is an effective flow for patients. In essence, the previous service at the front door EDs could not cope with the rapid presentations with limited exit routes. This resulted in

- Delays due to social care assessments
- Longer stays on short term wards
- Patients being admitted into the hospital system unnecessary
- Increased dependency of clients
- Ambulance back ups

- 5.6 To avoid the repeat of the previous problems, the five Local Authorities in the Gwent area have worked in collaboration to provide an alternative response to these patients. In line with the philosophy of Social Services and Wellbeing Act the response promotes the maximisation of independence utilising strength based assessments hence the name **Home First** not hospital admission by default.
- 5.7 The winter of 2017/18 saw high levels of escalation at all hospital sites due to pressure across the urgent care system in Gwent with the highest volume of attendances at Royal Gwent Hospital and Nevill Hall Hospital emergency departments for 9 years' experienced in June and July. Alongside this, GP referrals to secondary care assessment continue to rise.
- 5.8 In March 2017, ABuHB commissioned an external organisation (My Care my Home, MCMH) to provide a rapid assessment and emergency domiciliary care response to the EDs in Neville Hall facilitating 10 discharges a week. The intervention of a private organisation in the hospital discharge processes generated some concerns and challenges to the five Gwent Local Authorities which were shared with ABuHB. Towards the end of the pilot in May 2018 there were a number of lessons learnt for all partners.

- Rapid assessment from **one** team on site has positive benefits
- An extended service 7 days a week keeps the flow going
- The introduction of a private company to a systems response creates a 'stand alone' procedure that does not flow or tap into any of the existing support systems

Assessments by MCMH resulted in an over provision of care on discharge which was difficult to reduce when expectations had already been set thus increasing dependency and calling upon an increasing use of a scarce domiciliary care resource inappropriately.

- 5.9 In response to Winter Pressures ABuHB expressed a wish to secure a support service for EDs that would:
- Develop a standardised definition for Home First Model.
  - Provide a single point of access for the clinical teams in order to expedite discharge assessment, normally within 1 hour.
  - Provide accelerated discharge times of 4 hours, but no longer than 24 hours.
  - Provide a home first pathway for patients as a viable option to short term admission into hospital, through short term care options-Front door turnaround.
  - Provide a Gwent wide Local Authority discharge process, with Local Authorities working in partnership for the Home First model.
  - Enhance the current step up/down pathway as an alternative community pathway from acute hospitals.
  - Provide information, advice and assistance empowering patients to meet their own needs using their networks and resources.
  - Provide an opportunity to think in a whole system way and support cultural change.
  - Prevent unnecessary moves from district general hospital setting into community beds in order to increase patient flow-avoiding missed opportunities to discharge.
  - Develop a pathway to discharge people directly to Community Frailty service especially reablement to promote independence and reduce reliance on traditional services.
  - Provide necessary equipment and minor adaptations in order to expedite discharge.
  - Provide bridging packages of care and support until long term provider is in place to reduce length of stay for people.
  - Provide assessment at home/assessment beds daily using Local Authority experienced care staff to reduce and or cease care packages/support as soon as possible to ensure capacity and flow.
  - Provide a pull model for wards across district general hospitals.
  - Provide this service alongside Third sector organisations which support the Home First model.
  - Provide services between 8am -8pm, weekend and Bank Holidays.

- Provide an opportunity to grow our own “Home First” champions across the Gwent Health and Social Care community.
- 12 hr 7 day service, including bank holidays and weekends with on-call provision
- Rapid discharge for medically fit patients, assessment within 1 hour and discharge within 4 hours, but no longer than 1 day
- Provide a bridging service (package of care) of 14 days along with assessment within persons home during the period, over-night stays (night sits) when required to support earlier discharge
- Support 10 discharges a week from Nevill Hall Hospital and/or Ysbyty Aneurin Bevan Hospital
- Support 15 discharges a week from Royal Gwent Hospital and/or Ysbyty Ystrad Fawr and /or County Hospital.

5.10 As an alternative to commissioning a private provider the five Local Authorities put together a collaborative offer to the health board that would meet the targets and requirements above through:

- The employment of ‘rapid assessors’ based in the EDs in the RGH and NHH that would assess of behalf of the five Local Authorities. Managed by a newly appointed Home First manager the assessors will be hosted by Newport City Council and will be expected to provide assessment support from 8 am to 8 pm during weekdays when recruitment finalised and 9 am to 5 p.m. on the weekends. In addition the rapid assessors will provide support on bank holidays including Christmas Day. The first few months have been supported by existing practitioners on a rota basis drawn from the five Local Authorities, they continue to provide cover on the weekends whilst the model is tested.
- Each Local Authority has increased the capacity of their rapid response home care services or in some cases introduced a new service. In Caerphilly this has meant an increase of six 14 hour Emergency Care @ Home posts.
- Rapid Assessors will also be able to arrange taxi transport to facilitate discharge where this has been assessed to be a blockage to discharge.
- Following endorsement by the Regional Partnership Board the proposal was incorporated into the Regional Transformation Offer to Welsh Government in order to secure funding from the Transformational Grant.

5.11 The following Key Performance Indicators have also been agreed

- Number of people discharge using this route per week against the target , can split North and South and by LA
- Number /Percentage of people who didn’t require transport
- Number and description of items of equipment provided
- Number and description of minor works of adaptations undertaken
- Number of people who were not discharged as planned and reasons for this
- Compliance with target time of assessment to commence within 1 hour
- Compliance with target time of discharge 4 hours but no more than 24 hours
- Number of people referred directly to reablement and/ or assessment beds
- Volume of people being discharged using the route
- Feedback from people and their carers/families on the service

5.12 **Conclusion**

It is fair to conclude that it has been very difficult to report accurately on performance against the KPI’s due to two main issues Firstly access to IT for staff, to all 5 LA systems which has very recently been resolved and secondly definitions in terms of medically fit, where people have been referred and then been deemed not fit to be discharged and they are seen again at the next ward round issue is double counting and failure to discharge. As a result of this a performance officer has been appointed by the authorities, they have commenced in post and are developing a standard reporting tool to address anomalies which will be populated monthly.



The feedback from staff both local authority and health has been extremely positive in terms of the ability to work across organisational boundaries to achieve the right outcome for people and organisations in preventing unnecessary admissions to the wards.

## **6. ASSUMPTIONS**

- 6.1 It has been assumed that the transformation grant process will include quarterly monitoring and evaluation, to inform an exit strategy should the transformation grant funding cease in March 2021.

## **7. LINKS TO RELEVANT COUNCIL POLICIES**

### **7.1 Corporate Plan 2018-2023**

Objective 5 - Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.

## **8. WELL-BEING OF FUTURE GENERATIONS**

### **8.1 A healthier Wales\***

The report should also state how it is consistent with the five ways of working as defined within the sustainable development principle in the Act. The five ways of working of the sustainable development principle, listed in the Act are:

- Long Term – The importance of balancing short-term needs with the need to safeguard the ability of future generations to meet their long-term needs The models link to clinical futures and the opening of the University Grange Hospital
- Prevention – The initiatives focus on prevention of loss of peoples independence and autonomy
- Integration – Links to objective 5 of Well-Being plan
- Collaboration – Home First is collaborating with the 4 other local authorities in the ABUHB footprint to provide a consistent service regardless of where someone lives
- Involvement – Feedback from people who have used the service will be integral to developing Home First.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 An EIA screening tool has been completed in accordance with the Council's Strategic Equalities Plan and supplementary guidance. No potential for unlawful discrimination and /or low level minor negative impact has been identified; therefore a full EIA has not been carried out.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no financial implications associated with this report.

## **11. PERSONNEL IMPLICATIONS**

- 11.1 There are no HR implications associated with this report.

## 12. CONSULTATIONS

12.1 The report reflects the views of the consultees.

Author: Jo Williams Assistant Director Adult Services: willij6@caerphilly.gov.uk  
Consultees: Christina Harrhy, Interim Chief Executive: harrhyc@caerphilly.gov.uk  
Dave Street, Corporate Director Social Services: streed@caerphilly.gov.uk  
Rob Tranter, Head of Legal Services: trantj@caerphilly.gov.uk  
Lynne Donovan, Head of People Services: donnovl@caerphilly.gov.uk  
Cllr Carl Cuss, Cabinet Member Social Services: cusscj@caerphilly.gov.uk