



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Jane Harris
Cabinet Member, Adults & Vulnerable
People
Civic Centre
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**Overview &
Scrutiny**

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TASS/008/09

30 April 2015

Dear Councillor Harris

Transformation of Adult Social Services Scrutiny Panel, 30 March and 7th April 2015

The panel met on 30th March and 7th April. We agreed to deal with both meetings in one letter. What the panel requires from you in your response is detailed at the very end of the letter.

30th MARCH MEETING – COSTS OF DIFFERENT ELEMENTS OF LOCAL AUTHORITY RESIDENTIAL CARE

The panel had a question and answer with Deborah Driffield and Mike Hawes regarding the production of cost information for authority-provided residential care. The panel would like to thank the officers for attending.

The panel was informed that there had been a number of difficulties in producing some of the costing information. As a result, APSE had been commissioned to review the data on care costs to ensure there is confidence and validity in the data and that the authority compared its costs against industry standards. APSE will facilitate all the workshops which will be carried out as part of the review process. Officers agreed to provide the data on costs as soon as it was available

OTHER ISSUES HIGHLIGHTED

Costs

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Difficulties were said to arise when comparing local authority provided services and services provided by the independent and private sectors because local authority residential care included respite, reablement and dementia services – which are expected to require higher levels of care. Some of these services were not provided by the independent sector and local authority reablement was not an income generating service. Officers were confident that over time the need for "standard" residential care would reduce as more people chose to stay at home and purchase domiciliary care. If true, this would be likely to increase in-house costs even further when compared with services offered by the (less intensive) private sector.

The panel was concerned that the cheapest supplier of care was not always the best and was reassured that the Authority was not obliged to purchase from the cheapest supplier of care. The panel was assured that contracts sought to achieve best value through consideration and balance of price, quality, whether the supplier was local and other considerations such as the budget situation. Adult services along with the procurement service determined the balance within the contract.

Care Homes

The panel learned that each place was spot purchased rather than procured in a block of places because each person was entitled to choose their care home. Each placement was negotiated with the care home to ensure the care needs of the individual can be met. Each case was assessed on a case by case basis, there was no ceiling on costs and each decision had to be reasoned and defensible.

Forecasting need

The panel was keen to understand how Adult Services forecasted demand and used that information to plan for future services and levels of need. The authority managed demand and the market by being at the front end of provision so that it could understand the level of need. Providing services like reablement helped to manage the demand for placements in residential care. Officers felt that the number of care homes and places within these was a side issue and that getting the local authority model right helped to manage demand and shape the local market.

Engaging non-Executive councillors in the Transformation of Adult Social Services process

The panel was concerned that its work was the only way that non-executive councillors were engaged in the Transformation of Adult Social Services process and it agreed to seek clarification on this from the Cabinet Member for Services for Adults and Vulnerable People.

Changes to services

Adult services knows that it will have less money this year, next year and the year after. There was a time lag between investment, savings and outcomes so some decisions on service change would be based on judgement not empirical evidence because of the time and budget constraints.

The panel still felt that change was being driven by budgets rather than by service user needs. The panel remained unsure that the true cost and affordability of services was known. It felt that quantifying costs was important so that the authority can better understand what it can and can't afford to provide.

It was also considered that a more refined approach to in-house costing would be helpful - for example in costing different levels of dependency, respite care as opposed to longer stay care, and care offered to clients with different underlying needs (for example people with learning difficulties or mental illness).

Services for older people

The panel agreed with officers that there needed to be a strategy for older people that pulled together all agencies involved in providing care and services to older people, eg housing, health, sheltered housing, local authority. The panel felt that more clarity was needed on housing for older people.

APRIL 7th MEETING – LOCAL AREA CO-ORDINATION

The panel learned the following about Local Area Co-ordination

- Each Local Area Co-ordinator will have 50-65 cases at any one time
- Two Local Area Co-ordinators had been appointed and a 3rd appointment was imminent.
- A total of 6 Local Area Co-ordinators would be in place by the end of the year and these will be funded by the Local Authority.
- It was estimated that 15-16 Local Area Co-ordinators would be needed to cover Swansea. It was an accepted standard from evidence and working practices in other areas that use Local Area Co-ordinators of 1 Local Area Co-ordinator to around 15,000 people.
- These additional posts were intended to be funded from a pool of funds made up of contributions from other agencies.
- The current Local Area Co-ordinators were based in the Network Hub areas where services were integrated and intermediate services were delivered.
- The 5 GP hubs were different to the Network Hubs and worked on different footprints
- The current Local Area Co-ordinators are employed by the Authority. Operationally, they will be responsible to Western Bay.

Panel was unsure about how the role of community connectors and Local Area Co-ordinators would differ. The panel suggested that Local Area Co-ordinators and Community Connectors should not work in isolation of each other.

The panel was reassured to learn that Swansea University was conducting the evaluation of the programme that will look at a number of different factors

and outcomes. The panel requested more information on the methodology and timescales for the report.

The panel felt that Local Area Co-ordinators should develop links with local community centre as they would be a useful resource to tap into for community groups and clubs.

The panel had a number of concerns about Local Area Co-ordination:

- Whether the Local Area Co-ordinators would receive too many referrals from other organisations and how this would be managed
- That saving money should not be the driver for this project
- Sustainability of funding of the project

AGREEMENTS

OFFICERS AGREED:

- To provide rateable value and rates paid by residential care homes – to be provided in advance of the full costings
- To provide clear stages and headings with dates of the Commissioning workstream

PANEL AGREED:

- To seek clarification from the Cabinet Member for Services for Adults and Vulnerable People on how she intends to engage non-executive Cabinet Members in the Commissioning Workstream and the TASS programme overall.
- To re-schedule the cost analysis of local authority provided residential care at an early date to ensure that there is confidence in the validity of the data and the rate of progress being made
- To invite Martin Nicholls to a future meeting
- To re-start engagement with carers
- To invite Jane Tonks and Jan Worthing to the next panel meeting on 27th April
- To receive an outline of the approach to the evaluation being conducted by Swansea University

Your Response - Cabinet Member for Services for Adults & Vulnerable People

- The panel would be grateful if you could clarify how you intend to engage non-executive Cabinet Members in the Commissioning Workstream and the TASS programme overall.
- We would welcome your views on the following concerns expressed by the panel:
 - Whether the Local Area Co-ordinators would receive too many referrals from other organisations and how this would be managed
 - That saving money should not be the driver for this project
 - Sustainability of funding of the project

For your information only and therefore not requiring a response, the Cabinet Member for Well Being and Healthy City agreed to provide the following:

- Job description and person specification for the Local Area Co-ordinator posts (**this has been provided**)
- Swansea University's Local Area Co-ordination evaluation criteria and methodology (**this has been provided**)
- Local Area Co-ordination reporting and management structure and details of funding of the different posts

Thank you for your recent attendance at panel meetings. We hope you find this letter useful and we would be grateful for your response by 22 May.

Yours sincerely

CLLR BOB CLAY
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ADULT SOCIAL SERVICES WORKING GROUP
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