

TRANSFORMATION OF ADULT SOCIAL SERVICES SCRUTINY PANEL

SUMMARY: This is an agenda pack for a meeting for the Transformation of Adult Social Services Scrutiny Panel taking place on the 8 February 2016. The main items for discussion are: performance appraisal and objective setting report and the draft budget proposal report

Date: 8 February 2016 **Time:** 1.30pm

Venue: **CIVIC CENTRE, Committee room 3**

Members of the Panel:

Paxton Hood-Williams
 Uta Clay
 Yvonne Jardine
 Hazel Morris
 Ceinwen Thomas
 Chris Holley
 Jeff Jones
 Sue Jones
 June Stanton
 Gloria Tanner
 Erika Kirchner
 Tony Beddow

AGENDA

No.	Item						
1.	Apologies						
2.	Letters: Convener's letter 11 January 2016						
3.	Performance appraisal and objective setting report						
4.	Draft Cabinet Budget Report (to follow)						
5.	<table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">Work plan future meetings</td> <td style="width: 25%;"></td> <td style="width: 50%;"></td> </tr> <tr> <td>March 7th 1.30pm – 4pm</td> <td>Committee Room 3B, Guildhall</td> <td> <ul style="list-style-type: none"> • Development of a new framework for Adult Services, Dave Howes, Chief Social Services Officer </td> </tr> </table>	Work plan future meetings			March 7 th 1.30pm – 4pm	Committee Room 3B, Guildhall	<ul style="list-style-type: none"> • Development of a new framework for Adult Services, Dave Howes, Chief Social Services Officer
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			<ul style="list-style-type: none"> • TASS panel's findings and final report
	April 4 th 1.30pm – 4pm	Committee Room 3B, Guildhall	<ul style="list-style-type: none"> • Develop and agree new work plan for the panel



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Jane Harris
Cabinet Member, Adults
& Vulnerable People

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*Our Ref
Ein Cyf:*

*Your Ref
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*Date
Dyddiad:*

**Overview &
Scrutiny**

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TASS/10

27/01/2016

Summary: This is a letter from the Transforming Adult Social Services Scrutiny Panel to The Cabinet Member for Services for Adults and Vulnerable People following the meeting of the Panel on the 11 January 2016. It is about the review of Abergelli and the Beeches, the Social Services and Well Being Act and the Mental Health and Learning Disability Commissioning Review Scope

Dear Councillor Harris,

Transforming Adult Social Services Scrutiny Panel, 11 January 2016

The Panel met on 11 January to consider the review of Abergelli and the Beeches, the Social Services and Well Being Act and how it will impact on carers and the Mental Health and Learning Disability Commissioning Review Scope. The report on Abergelli and the Beeches was pre-decision scrutiny. The panel would like to thank you and your officers for attending the meeting and answering our questions.

Pre-decision – Review of Abergelli and the Beeches Alternative Day Services

The panel has submitted the following views to you for consideration alongside your report that will be presented to Cabinet on 21 January; the Convener will attend the Cabinet meeting.

- The panel understands the need for the review of the current service and the need to deal with the under capacity that was identified was part of the review.

Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

- The panel is broadly supportive of the proposed remodelling of Abergelli and the Beaches alternative day services by consolidating the 2 services, using the Abergelli building as the premises and it supports the creation of additional capacity which will be created at Abergelli.
- The panel's main concern is that service users, who as a result of their individual reviews, decided to withdraw from the day services at the Beeches and Abergelli, had a follow-up assessment to ensure that their decision remained right for them. The panel also felt that a further review at 6 months should be undertaken to ascertain that the service user continues to be comfortable with the choice they made.
- Two known cases were highlighted of service users who were unhappy with the move to Abergelli. The panel requested that, subject to the carers being in agreement, these cases would be referred to the Head of Adult Services.

Furthermore, the panel raised concerns regarding **safeguarding** and **personal development**. While these were not specifically related to the recommendations contained in the Cabinet Member's report – Review of Abergelli and the Beeches Alternative Day Services, they related to the delivery of day services

1. **Personal development:** the key workers in day centres did significant work with service users in helping them to realise their aspirations and develop their potential. This is highly skilled work which needs insights, training and expertise. Who will do this aspect in future? This task should be carried out by a professionally trained person, not through informal arrangements taking a group to a café in the community.
2. **Safeguarding:** given the key role day centre workers played over recognising signs that a service user might be subjected to forms of abuse, including financial exploitation, it is necessary to stipulate who will be tasked under the new arrangements to fulfil this responsibility and what training they will receive in order to discharge this responsibility.

The Social Services and Well Being Act – impact on carers

The panel requested a briefing on the Social Services and Well Being Act and how it will impact on carers. The panel sought clarification on a number of issues which are detailed below.

Resettlement of prisoners who are carers

The panel learned that funding for this was not defined within the funding for implementation and delivery of the Act. While there will not be large numbers of prisoners who would become carers upon release, officers had been worked

with the prison to identify those who would become carers and put appropriate arrangements in place and to ensure such things as the portability of assessments.

Defining a carer

The panel was unsure how the Act applied and whether it differentiated between professional carers and unpaid carers. The panel was informed that that the Act did not apply to professional carers. However, a carer providing care under a direct payment was considered a carer under the Act.

Eligible needs of carers

A carer's needs become as important as the cared for person under the Act. The carer will be assessed so that their needs can be understood and met. Carers' needs will be assessed using a national eligibility tool which is a framework rather than a set of eligibility criteria.

Young carers

The panel learned that assessments for young carers would have to consider their development needs and how their caring responsibilities impact on their life experiences.

Mental Health and Learning Disability Commissioning Review Scope

The panel welcomed the opportunity to provide its comments and views on the mental health and learning disability commissioning review scope. Our views are detailed below.

The panel was of the view that each of the three service areas covered by the commissioning review scope – Learning Disabilities, Mental Health, Physical Disability – should be dealt with separately within the review and have equal weighting and consideration. The panel supported the proposed workshop structure which divided up stakeholders into the specific services to ensure that service specific views were discussed and heard.

The panel queried the anticipated budget savings of 20% and was informed that was set a number of years ago and applied across the whole of adult services, not just Learning Disabilities, Mental Health, and Physical Disability.

The panel was unsure what was meant by the key issue/constraint in the scope which stated “a review/creation of eligibility criteria”. This meant there was a need to ensure that a set of eligibility criteria existed which were applied consistently and by everybody.

Here is what we agreed:

- That we submit our views on the Review of Abergelli and the Beeches to you for consideration alongside your cabinet report.
- The performance framework for the Social Services & Well Being Act to be presented to the panel in about 12 months time.

- Our views on the Commissioning Review Scope are considered during the review process.
- The Chief Social Services Officer's report on the revised performance management framework for Adult Services will be discussed at the panel's March meeting.
- A report on the performance objectives of key senior officers as they relate to the delivery of change in adult services is presented to the panel's February meeting.
- The Convener and Head of Adult Services have an initial meeting to discuss the development of a new work plan which aligns with the revised performance management framework for Adult Services.

Your Response

We would appreciate your comments on any of the issues raised however a formal response is not required to this letter.

Yours sincerely

UTA CLAY

CONVENER, TRANSFORMING ADULT SERVICES PANEL

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Report of the Head of Human Resources & Organisational Development

Transforming Adult Social Services Scrutiny Panel – 8th February 2016

PERFORMANCE APPRAISAL & OBJECTIVE SETTING

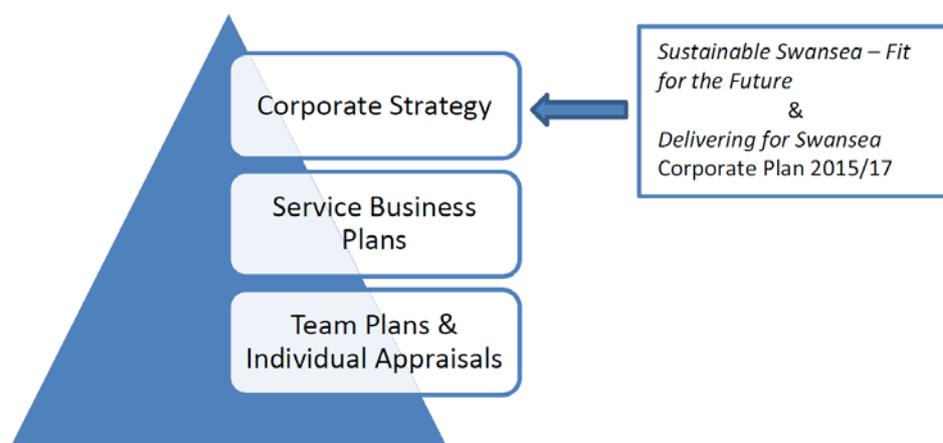
Purpose	To provide a briefing requested by the Board in respect of the process of performance appraisal and objective setting for senior officers.
Content	This report includes a summary of the process for performance appraisal and objective setting for senior officers.
Councillors are being asked to	Note the information provided.
Lead Councillor(s)	Clive Lloyd, Cabinet Member for Performance & Transformation
Lead Officer(s)	Steve Rees, Head of HR&OD
Report Author	Steve Rees, Ext. 6067

1. Introduction

- 1.1 The TASS Scrutiny Panel at its meeting on 11th January 2016 requested the performance objectives of key officers as they relate to and their involvement in transforming adult social services - Chief Executive, Director of People, Chief Social Services Officer, Head of Adult Services and Head of Finance.
- 1.2 It is not appropriate to share the individual objectives of senior officers of the Council as they are set and monitored in the confidential environment of the performance management appraisal between the officer and the immediate line manager.
- 1.3 This Briefing Note therefore sets out the process by which performance objectives are set and monitored for senior officers.

2. Corporate Planning & Improvement Framework

- 2.1 The Council's corporate planning and improvement framework is set out in the diagram below.



- 2.2 The Council undertook a review of its performance improvement arrangements in 2014/15 with the aim of making it 'simpler, easier and better'. This was in the context of helping the Council to meet the considerable financial challenges posed by austerity while ensuring that the Council's key priorities are delivered on the ground. The goal of the review was to be achieved through two principal and related means:
- a) As part of the *Sustainable Swansea – Fit for the Future* Strategy, the identification of a smaller number of corporate priorities to be expressed within a new Corporate Plan.
 - b) The introduction of the 'Balanced Scorecard' as the framework for the Council's new performance improvement framework
- 2.3 Taken together, *Sustainable Swansea* and the Corporate Plan represent the Council's strategic framework for delivery. The Council's model for the Balanced Scorecard is as a strategic delivery system that aims to translate the Council's vision and strategy into tangible objectives and measures. This will see the Balanced Scorecard being used to cascade the corporate strategy down through the directorate, service and team levels and even into individual employee objectives through staff appraisals.

3. Performance Appraisals

- 3.1 The Council's corporate priorities and improvement plans provide the strategic framework for corporate and service objectives as outlined in the business plan, sometimes referred to as the 'Golden Thread' when it comes to Appraisals.
- 3.2 Managers are responsible for interpreting the Council's priorities for their staff by setting appropriate targets and objectives during review meetings and one-to-ones. Guidance is issued to Directors/Heads of Service/Senior Managers to ensure a whole Council approach to this. It is the employee's responsibility to deliver on those objectives with appropriate support from their manager.
- 3.3 The aims of the appraisal should include;
- i) To identify and clarify the key objectives, priorities and targets of the Council and appropriate timescales for their achievement over the next year.
 - ii) To review progress against targets previously set and future targets for the service which should be set in order to provide the employee with a clear understanding of what is expected of them over the coming year.
 - iii) The appraisal should be undertaken in the context of the Council's objectives, priorities and targets as expressed in the Corporate Plan. Appraisal targets when taken as a whole should be related to agreed targets for the Council as a whole.

Steve Rees
Head of HR&OD
29th January 2016