

Adult Care and Well Being Overview and Scrutiny Panel

Monday, 27 July 2020, Online only - 1.30 pm

		Minutes
Present:		Mrs J A Potter (Chairman), Mr R C Adams, Mr T Baker-Price, Mr A Fry, Mr R C Lunn, Mrs E B Tucker (Vice Chairman) and Ms S A Webb
Also attended:		Mr A I Hardman, Deputy Leader and Cabinet Member for Adult Social Care John Taylor, Healthwatch Worcestershire Paula Furnival (Strategic Director for People), Elaine Carolan (Assistant Director for Adult Social Care), Steph Simcox (Head of Finance, Chief Executive's Unit), Samantha Morris (Scrutiny Co-ordinator) and Jo Weston (Overview and Scrutiny Officer)
Available Papers		The members had before them: A. The Agenda papers (previously circulated); B. The Minutes of the Meeting held on 11 June 2020 (previously circulated). (Copies of document A will be attached to the signed Minutes).
354	Apologies and Welcome	Mrs J A Potter welcomed everyone to her first meeting as Panel Chairman and confirmed the arrangements for the remote meeting. Apologies had been received from Mr P B Harrison.
355	Declarations of Interest	None.
356	Public Participation	None.
357	Confirmation of the Minutes of the Previous Meeting	The Minutes of the Meeting held on 11 June 2020 were agreed as a correct record and would be signed by the Chairman.
358	Peer Review Feedback	The Strategic Director for People (the Director) and the Assistant Director for Adult Social Care had been invited

to report on the feedback received from the Peer Review of Services for Adults with Learning Disabilities and Autism, which took place in February 2020.

The Director took the Panel through the presentation attached to the Agenda report. In summary:

- The Peer Review team consisted of senior adult social care professionals from around the West Midlands. Over 3 days, they spoke with various stakeholders, including Senior Leaders, Officers, Partners, Councillors, Carers and Representatives from the provider market
- The Key Lines of Enquiry were clearly stated:
 - Is there a collective understanding, across the County Council and partners, of the profile of spend and demand pressures we face from increasing complexity and demand from people with Learning Disabilities and Autism?
 - Is our current model for service delivery and support for people with Learning Disabilities and Autism fit for purpose and affordable?
 - What opportunities does the Council have to work in partnership to co-produce a sustainable model for delivery?
- The Peer Review team's findings were broadly summarised as follows:
 - Adult Social Care would benefit from corporate vision
 - Council Leadership would benefit from harnessing enthusiasm from partners to work together
 - Lack of direction was foreseen as a major risk for the Council especially when needing to address financial challenges
 - Progress measures would need to be agreed
 - There were good examples of community assets and system developments
 - The Team highlighted the loyalty to Worcestershire from all those who were engaged in services.
- The newly formed People Directorate's priority was to 'ensure Worcestershire residents are healthier, live longer, have a better quality of life and remain independent for as long as possible', recognising that this would only be achievable through co-production with Partners
- A Council commissioned report had found that

Worcestershire's demand for adult services differed to the national picture in that targeted interventions (Tier 2) were much lower in Worcestershire (4.9%) than nationally (20%) and Services (Tier 3) were much higher in Worcestershire (26%) than nationally (10%). Developing the Universal and Self Service (Tier 1) and targeted interventions (Tier 2) would be critical in managing demand

- Plans had been developed to address some of the findings with cross Council/Partner Delivery projects highlighted to the Panel, such as an integrated customer model, an all age disability offer, aligned commissioning and organisational development.

In the ensuing discussion, the following main points were made:

- Although the vision and delivery on place and infrastructure was noted as commendable, concern was expressed about the lack of clarity around the corporate vision
- The report had recognised some good work, such as the Transforming Care Partnership which had achieved national recognition for supporting people with learning disabilities and autism, and their families and carers, to agree and deliver local community support. Although the number of customers was low, the way in which the service was commissioned and supported was commended
- Learning Disability Social Work teams had been transferred back to the Council in April 2019 to improve practice and control, however, partnership working with health colleagues continued to be key. Mental Health Social Work teams would also transfer back to the Council in 2020. These moves were in line with regional best practice
- In response to a question about the relationship between the reported plans as a result of the Peer Review and the overarching Adult Services Business Plan 2018-2022 (discussed by the Panel in January 2019), the Director reminded the Panel that adult social care was now just one part of the newly formed People Directorate, which also included Public Health, Communities and the Council's working relationship with Worcestershire Children First. It was therefore timely to refresh strategies for all elements of the new People

Directorate

- When asked for timescales for such a refresh, it was suggested it would be some time as stakeholder engagement was vital, alongside the need to collaborate with health economy partners
- The Director was asked to share the Business Plans with the Panel when available
- A Member asked for an explanation as to why the Peer Review had reported an absence of clear vision. In response, the Director highlighted that the Report had also stated that all the right elements were present for future success and reminded the Panel that to demonstrate a vision, leadership was key. The Assistant Director added that adult social care leadership had been fluid for a number of years, there had been 7 Directors in the last 8 years, each with a different view of how things should work
- The Report also stated that a lack of direction was starting to impact on practice, which was a major risk for the care and health system. The Director qualified this by reminding the Panel of the Key Lines of Enquiry and that partnership working was key for future success. Members noted that Continuing Healthcare, for example, was not where it needed to be
- When asked how the Council encouraged positive partnership working across health and social care, the Director reminded the Panel that there was a national aspiration, through the NHS Long Term Plan, for Integrated Care Systems (ICS) by April 2021. An ICS would bring together local organisations, creating shared leadership to redesign care and improve population health
- In response to a question about the level of benefits of joint working with health partners during the COVID-19 response phase, the Director believed that there was some very positive work and some learning to take forward. The freedoms and flexibilities given by the Government had been welcomed, alongside the way in which funding had been allowed to be used differently
- Looking to the future, the Director was keen to understand why Worcestershire had higher numbers of residents in Residential Care and Nursing Homes, in comparison to the national average, and develop mechanisms through the voluntary and community sector to reduce this demand
- In addition, the financial impact was not

sustainable and measures would need to be taken to reduce the reliance on Tier 3 Services and enhanced support to ensure equity of service delivery. Promoting independence was vital and learning from best practice, such as Herefordshire, had been instigated

- The Director agreed to check whether the Peopletoo Report could be shared with the Panel
- The development of the Council's Here 2 Help scheme, set up as a response to COVID-19, was to be investigated for longer term community support
- The Director expressed concern about the resilience of the Care Market and bed occupancy as the Worcestershire model was not currently fit for purpose. Although there had been active engagement with providers who had worked remarkably well and flexibly during COVID-19, discussions around future provision were required
- In response to a query about how success could be measured, it was reported that outline business plans were to be discussed as part of the Council's budget setting process beginning the following day
- A Member was encouraged to hear about the desire to co-produce future delivery programmes, with the Director adding that the philosophy should very much be 'designing with' rather than 'doing to'
- The Cabinet Member with Responsibility (CMR) for Adult Social Care commented on the Peer Review that he felt on reflection, the process was odd and he had only had the opportunity to contribute to the Review as part of a group discussion. The feedback in respect of the quality of the casework was disappointing but resolvable.

The Director Representative from Healthwatch Worcestershire was invited to comment on the discussion and agreed with the points raised. It was vital to address the needs of the individual whilst at the same time support the family or carer, however, the statutory duty of the Care Act was fortunately very clear.

In summary, it was agreed that the:

- Director would check whether the Peopletoo Report could be circulated to the Panel
- new People Directorate Plans would be shared with the Panel as and when appropriate.

359 Performance and In-Year Budget Monitoring

The Panel had received, as part of the Agenda papers, performance information for Quarter 4 (January to March 2020) and the financial year end position for 2019/20.

The following main points were raised:

Performance

- A Member queried why some data was missing from the performance statistics, specifically ASCOF 2a(i) and (ii) Admissions to Permanent Care per 100,000 and ASCOF 2d % people with no ongoing social care needs following reablement after hospital discharge. The Director sought to investigate and report back
- In response to a Members suggestion that delayed transfers of care were slowly creeping up, the Assistant Director explained that as result of COVID-19 things were very different now, but there was a clearer understanding of the discharge pathways and work was underway to understand the reasons for the delays

Finance

- The Panel questioned the value of looking at such historic data, to be informed that Q1 (April to June 2020) would be brought to the Panel in due course
- Demand management was an area of close monitoring; however, Officers had not seen a significant increase in services such as assessment and services associated with discharge home from hospital with support
- The Panel noted that cost pressures arising from a general increase in Care Home placements were being actively monitored
- A Member asked about post COVID-19 funding for mental health services and domestic abuse and whether the demand for these services was likely to increase and the capacity in the system to support an increased demand in this area. The Director explained that mental health services were commissioned by the Clinical Commissioning Group (CCG) in terms of meeting the clinical needs. It was likely that the Council's statutory responsibility in this area would be delivered in a different way going forward albeit still working closely with health colleagues. At the present time the demand had not increased dramatically however, it was anticipated that the

demand for mental health services for young people would increase. The Director agreed to investigate with Public Health colleagues about demand for domestic abuse support services and report back

- The Director explained that the Council had received £28m from Government in 3 tranches to contribute towards its cost of response and recovery to COVID-19
- In addition, the Council was working with the CCG and NHS England to recover additional costs in ensuring prompt and safe discharges from hospital to enable effective care and treatment through the whole system which the Council had to re-claim on a monthly basis. This funding had not yet been received but the reclaiming of it was in hand
- Even though the Council had received the additional funding from Government, the Director explained that there would still be a shortfall in the budget (to be confirmed)
- In relation to the ongoing threat of a COVID-19 second wave, there was uncertainty how this would be funded, but the situation in Worcestershire was akin to all Local Authorities. To date, unlike some other Local Authorities, Worcestershire County Council had not needed to instigate an emergency in-year budget and was managing its Budget
- The Head of Finance confirmed that from a S151 perspective, there was sufficient funding until the end of September and that the Council had received its 3rd tranche of funding from Government. It was less clear after this, as there was a number of unknowns
- Members were reminded that the pandemic was still very active and unforeseen costs were to be expected, hence the requirement to closely monitor the financial position and if necessary, lobby central Government.
- It was noted that the year-end position of £1m overspend (0.8% of the net budget)
- The improving position from Quarter 3 (£1.3m improvement) was mainly due to further use of the Public Health Ring Fenced Grant (PHRFG). The most significant variances from budget were: the increase in the number of care packages for older people and increase in their unit costs compared with budgeted forecast, the reduction in the numbers of clients within learning disabilities compared with budgeted forecast, the

360 Work Programme Refresh 2020-21

increase in the requirement for a bad debt provision and the increase in the use of the flexibilities within the PHRFG

- The Director acknowledged a Members concern about the continued use of the PHRFG, as it was unknown when it may be withdrawn and couldn't be relied upon and explained that all of the Directorate Plans had efficiencies within them and in addition to this there was some analysis being done on the use of the PHRFG.

The Chairman summed up that it was pleasing that the Service was only £1m over budget especially in an area where costs can easily escalate, there was concern about the impact of COVID-19 on the budget and the age related requirements but it was pleasing that the COVID-19 expenses were being handled centrally and that activity was being monitored closely.

The Panel had been asked to refresh its work programme for 2020/21, which would be agreed by Council on 10 September 2020.

Members acknowledged that with limited meetings before the May 2021 local elections, they would wish to prioritise the following Items, in addition to those Items already scheduled:

- Here 2 Help Service (future development post COVID-19)
- Reablement Service
- Joint Funding arrangements between the Council and Health Partners
- The Council's approach when self-funders in residential care homes run out of funds
- The Council's Adult Services Respite Offer.

The meeting ended at 3.25 pm

Chairman