

# Agenda

## Adult Care and Well Being Overview and Scrutiny Panel

**Monday, 27 July 2020, 1.30 pm**

Due to the current COVID-19 pandemic, Worcestershire County Council will be holding this meeting in accordance with the relevant legislative arrangements for remote meetings of a local authority. For more information please refer to: Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Please note that this is a public meeting, conducting remotely by videoconferencing between invited participants and live streamed for general access via a link on the Council's website to the Council's You Tube [channel](#)

The Agenda papers and background papers can be accessed electronically on the Council's website. Members of the public and press are permitted to report on the proceedings.

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844964 or by emailing [democraticservices@worcestershire.gov.uk](mailto:democraticservices@worcestershire.gov.uk)

## DISCLOSING INTERESTS

There are now 2 types of interests:  
**'Disclosable pecuniary interests'** and **'other disclosable interests'**

### WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

**NB Your DPIs include the interests of your spouse/partner as well as you**

### WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
  - you must **not participate** and you **must withdraw**.

**NB It is a criminal offence to participate in matters in which you have a DPI**

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:  
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

### DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

### DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## **Adult Care and Well Being Overview and Scrutiny Panel Monday, 27 July 2020, 1.30 pm, Online only**

### **Membership**

#### **Councillors:**

Mrs J A Potter (Chairman), Mr R C Adams, Mr T Baker-Price, Mr A Fry, Mr P Grove, Mr P B Harrison, Mr R C Lunn, Mrs E B Tucker (Vice Chairman) and Ms S A Webb

### **Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
1	<b>Apologies and Welcome</b>	
2	<b>Declarations of Interest</b>	
3	<b>Public Participation</b> Members of the public wishing to take part should notify the Assistant Director for Legal and Governance, in writing or by email indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 24 July 2020). Enquiries can be made through the telephone number/email address below.	
4	<b>Confirmation of the Minutes of the Previous Meeting</b> Previously circulated	
5	<b>Peer Review Feedback</b>	1 - 18
6	<b>Performance and In-Year Budget Monitoring</b>	19 - 32
7	<b>Work Programme Refresh 2020-21</b>	33 - 36

Agenda produced and published by the Assistant Director for Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP To obtain further information or hard copies of this agenda, please contact Emma James/Jo Weston telephone: 01905 844964 email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

All the above reports and supporting information can be accessed via the Council's [website](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)[http://www.worcestershire.gov.uk/info/20013/councillors\\_and\\_committees](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)

Date of Issue: Friday, 17 July 2020

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## **ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 27 JULY 2020**

### **PEER REVIEW FEEDBACK**

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#### **Summary**

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an overview of feedback from the Peer Review of Services for Adults with Learning Disabilities and Autism within Adult Social Care. A presentation will be provided at the meeting, which is attached at Appendix 1.
2. The Peer Review took place in February 2020 and the Panel was briefed about the aims of the review at its 27 January meeting, as part of a wider update on services for adults with learning disabilities.
3. Senior Officers from the Directorate of People and the Cabinet Member with Responsibility for Adult Social Care have been invited to the meeting.

#### **Background**

4. The Panel will be aware that the aim of the Peer Review was to support self-evaluation and service development.
5. The Local Government Association defines peer reviews as ‘a proven tool for improvement. It is a process commissioned by the Council and involves a small team of local government officers and councillors spending time at Worcestershire County Council, as peers to provide challenge and share learning.’
6. The Interim Strategic Director for People invited ADASS (Association for the Directors of Adult Social Services) to undertake a peer review of Adult Social Care in February 2020.

#### **The Peer Review**

7. The ADASS Peer Review Team was led by the Director of Adult Social Services from Birmingham City Council and he was supported by Birmingham’s Cabinet Member with Responsibility for Adult Social Care as well as Adult Social Care leaders from Walsall, Stoke and Telford and Wrekin Councils.
8. The Team was further supported by Worcestershire’s Co-Chair of the Autism Partnership Board as an expert by experience.
9. The Peer Review Team were appropriately briefed, ahead of their review, and were provided with a broad range of pre-reading material, including a detailed self-assessment; service, financial and performance information.

10. The Team spent 3 days meeting with a broad range of internal and external stakeholders, including:

- The Leader of Worcestershire County Council, Cabinet Member with Responsibility for Adult Social Care and representatives from the Adult Care and Well Being Overview and Scrutiny Panel and Health Overview and Scrutiny Committee
- Chief Executive, Directors, Assistant Directors and Senior Managers from within Adult Services and the wider Council
- Social Work Teams – including managers and front line workers
- Carers and their representatives
- Partners including; Police, Clinical Commissioning Groups, District Housing and Worcestershire Health and Care NHS Trust
- Representatives from the external Adult Social Care provider market.

11. The Peer Review Team met with stakeholders using a mixture of one to one and group sessions and explored with them the key lines of enquiry set out below.

12. Key lines of enquiry for this review were:

- 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 the 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?

## **Summary of Findings**

13. All stakeholders engaged during the Review were invited to a face to face feedback session, at County Hall on 7 February 2020. A summary of the findings they presented is included below:

- Your vision and delivery on place and infrastructure is commendable and adult social care would benefit from the same clarity of corporate vision
- We heard plenty of enthusiasm from partners to work together and the council leadership needs to harness that enthusiasm
- To achieve this there needs to be a clear corporate vision for adult social care so that citizens, staff and partners are clear about the direction of travel and the means for getting there
- This lack of direction is starting to impact on practice which is a major risk for the care and health system
- The County Council is committed to funding adult social care but there are pressures. However, the absence of a clear vision has meant that opportunities to address the financial challenge have been missed
- Generally, you are aware of your challenges, but you need to learn from what hasn't gone well and focus on what, how, when are you going to deliver, and how you will measure progress
- We know the system can deliver from the Transforming Care Partnership work

- Some good examples of community assets – thought needs to be given as to how these are connected to support local communities
- Loyalty to Worcestershire as an organisation and place was clear from all the people we met.

14. The Interim Strategic Director, worked with her Leadership Team and Senior Managers to develop a planned improvement programme, to respond to the findings from the Review.

15. In May 2020, the newly appointed Strategic Director for People came into post and she has worked further with her Leadership Team, Cabinet Members and wider Council and partner executives to set out the ambition and strategy to bring a strategic and aligned focus to the future direction of our offer to Worcestershire's People and Communities.

16. The emerging strategy and transformation programme are driven by a clear set of objectives that will both respond to feedback and recommendations from the peer review, it will also ensure that our residents are at the heart of service design and enabling their independence as paramount.

### **Purpose of the Meeting**

17. Members are invited to consider and comment on the information discussed and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to the relevant Cabinet Member

### **Supporting Information**

- Appendix 1 – Presentation Slides

### **Contact Points**

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965  
Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

### **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agendas and minutes from the Adult Care and Wellbeing Overview and Scrutiny Panel on 27 January 2020 - [Agenda and minutes](#)

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# Adult Services Peer Review

Update for Adult Care and Well Being  
Overview and Scrutiny Panel

# Purpose of Report

- Remind us of the key lines of enquiry
- Highlight key findings from Adult Services Peer Review
- Share recommendations
- Progress to date
- Questions

# Key Lines of Enquiry

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?

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Is our current model for service delivery and support for people with Learning Disabilities and Autism fit for purpose and affordable?

What opportunities do we have to work in partnership to co-produce a sustainable model for delivery?

# Background

- Last peer review May 2017 and safeguarding came through as an issue. Further reviewed in February 2018 – Peer Review team reported those issues were addressed
- LD social work teams transferred back to WCC from Trust April 2019 to improve practice and control costs
- Plans advanced to complete the same with Mental Health teams during 2020
- Brings WCC in line with regional best practice

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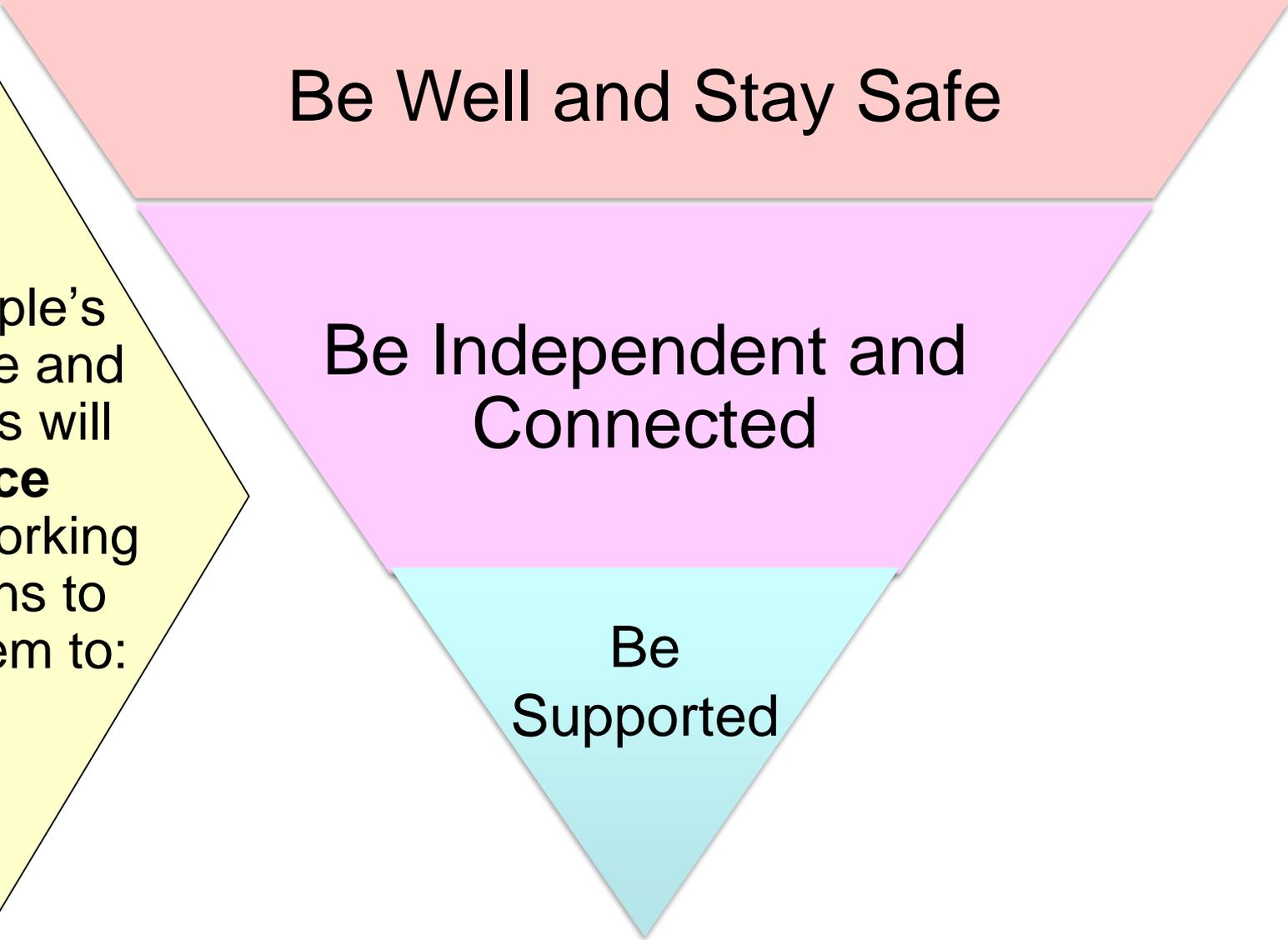
# Summary Findings

- Your vision and delivery on place and infrastructure is commendable and **adult social care would benefit** from the same clarity of corporate vision
- We heard plenty of enthusiasm from partners to work together and the council leadership needs to **harness that enthusiasm**
- To achieve this there needs to be a clear **corporate vision for adult social care** so that citizens, staff and partners are clear about the direction of travel and the means for getting there
- This lack of direction is starting to impact on practice which is a **major risk** for the care and health system
- The county council is committed to funding adult social care but there are pressures. However, the absence of a clear vision has meant that **opportunities to address the financial challenge have been missed.**
- Generally, you are aware of your challenges, but you need to learn from what hasn't gone well and focus on what, how, when are you going to deliver, and how you will **measure progress**
- We know the system can deliver from the **Transforming Care Partnership** work
- Some good examples of community assets – thought needs to be given as to how these are **connected to support local communities**
- **Loyalty** to Worcestershire as an organisation and place was clear from all the people we met

# Findings against each KLOE

Key Line of Enquiry	Findings
<p>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?</p>	<ul style="list-style-type: none"> <li>• It doesn't appear there is a clear, shared understanding on cost, spend and income within the directorate, and clear lines of accountability and ownership appear to be the exception</li> <li>• Across the system there is a wealth of information, data and feedback from partnership boards and service users but there is no single, shared picture</li> <li>• There are examples of best practice in Worcestershire's system: the risk matrix in the Transforming Care Programme is a good example of understanding current and future demand and spend</li> <li>• Work on transitions is encouraging and showing some green shoots</li> <li>• Work is required to develop a Life Course vision and strategy across adults, children's and health based on a clear understanding of spend and demand</li> <li>• The council should consider reviewing its in-house provision, to understand its cost and benefit in meeting demand and where it fits in future delivery plans</li> <li>• These considerations should be part of an open discussion with partners about the assets and resources available and the plan for maximising their benefits</li> </ul>
<p>Is our current model for service delivery and support for people with Learning Disabilities and Autism fit for purpose and affordable?</p>	<ul style="list-style-type: none"> <li>• There is no strategic approach to delivering services across children's, adults and health services so the current model is not fit for purpose</li> <li>• There is a need to work with children's services to develop a strengths-based model which is focused on maximising independence and building resilience</li> <li>• Model needs to be integrated with health to maximise health and wellbeing and resources across the system</li> <li>• Good working relationships, however need to move forwards together with NHS on integration agenda and re-set these</li> <li>• The results from the Practice Review indicate that the lack of an agreed joint model is starting to impact on practice and raise other concerns</li> <li>• Need a further detailed analysis of your safeguarding pathway to assure yourself it is working effectively</li> <li>• The model needs to be a whole model – e.g. strengths-based but under developed use of community assets</li> <li>• Operationally you have some good relationships and staff working hard to be effective</li> <li>• Prevention and step-up work on Transforming Care is very impressive and should be shared more widely</li> </ul>
<p>What opportunities do we have to work in partnership to co-produce a sustainable model for delivery?</p>	<ul style="list-style-type: none"> <li>• While not without challenges, Worcestershire is a well-defined place with a history of good working relationships and there is an opportunity to create a narrative and vision with partners that everyone understands and can support</li> <li>• An all age strategy, can be built with a delivery plan, particularly for those preparing for adulthood that addresses some of the current challenges and sets plans for the longer term</li> <li>• Vibrant local places with clear identities, which provides opportunities for you as health and well being leaders to connect districts, primary care, and local assets to prevent demand and support ongoing personalised support</li> <li>• Investment &amp; development of county's infrastructure provides opportunities to support these local places</li> <li>• Focus on current spend in the short term, and identify opportunities to reduce costs and pressures across the system</li> <li>• Use the knowledge and experience you have across the system to make sure the information, advice and services that do exist are better connected and easily accessible</li> <li>• Having a single workforce plan would support all the partners in areas such as recruitment and retention</li> <li>• Opportunity to develop lead/joint/integrated commissioning arrangements to manage care home market</li> </ul>

WCC People's Directorate and its partners will **co-produce** ways of working with citizens to enable them to:



*“It is our priority, working with partners, to ensure Worcestershire residents are healthier, live longer, have a better quality of life and **remain independent** for as long as possible.”*

Tier 1 – Universal and  
Self Service

70%

Tier 2 – Targeted  
Interventions

20%

Tier 3 –  
Services  
10%

Prior to Covid:

- 69% of contacts resolved at Tier 1
- 4.9% resolved at Tier 2
- 26% progressed to T3

Developing the T1 and T2 services will be critical to managing demand.

- People are citizens first and foremost
  - Most people are well, and able to live a good quality of life unaided by the state
  - A sense of belonging, positive relationships and contributing to community life are important to people's health and wellbeing
  - What has worked exceptionally well\* are conversations with people based on what matters most to them. Therefore, support is built up around people's strengths, their own networks of support, and assets that can be mobilised from the local community
- Page 13
- Co-production is key: people are involved as equal partners in designing their own solutions. They can choose and steer those solutions, which better meet their requirements and are cost effective
- People are treated equally and fairly, and the diversity of individuals and their communities are recognised and involved as a strength
  - People remain independent, in control of their life and can access the assets that enable them to do so
  - Feedback from people on their experiences /outcomes is routinely sought and used to develop a deeper set of opportunities and solutions

# Person Centred Approach

WHAT

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- Develop integrated customer model, across all services/offers: face to face & digital offer - with Libraries as Community Hubs.
  - Embed Think Local Act Personal ethos; information, advice and guidance based; self reliance, self directed and self assessment embedded.
  - predictive modelling led
  - incorporate H2H learning
  - social marketing
  - include prevention offers from Trading Standards about scams and frauds
  - include all arts and cultural activities and access to employment and training
- Lead and implement a full person centred ethos across People Directorate, the council, and with partners - to enable and empower people to live the life they wish through a new operating model, appropriate training and assurance.
- Develop the best model for operational delivery of adults social care in light of Covid-19 impact.
- Develop formal partnerships with key stakeholders and community and voluntary sector to promote wellbeing and reduce health inequalities based on asset based approach ; including community engagement in key wellbeing activation
- Develop locality based integrated teams for social care with health, district council and voluntary sector that focus on the customer , have visibility of needs and risks in one place and offer long term management for some customers
- Establish with the CCG transparent and fair funding arrangements for people with health and social care needs

HOW

- Develop one front door for our residents
- Ensure strong digital offer
- Build on strengths of local community assets
- Collaborative work with partners

# Shaping Services

- WHAT**
- Increase Shared Lives placements
  - Convert day centre resources into offer for independence choice and wellbeing
  - Re-purpose internal care home provision for housing with care
  - Develop all age disability service offer
  - Commission and remodel replacement care
  - Remodel hospital discharge offer with NHS to ensure timely, effective and safe discharges that promote independence.
  - Deliver Adults Mental Health Social care directly, in collaboration with NHS and other partners to prevent and reduce Mental Health crises.
  - Implement single reablement model that can fit into a longer term integrated intermediate care model
  - Aligned and joined up commissioning activities
  - Align Public health services e.g. 0-19, sexual health services in framework with health to focus on improvement to outcomes and wellbeing
  - Ensure community safety demands can be met via the integrated customer offer , including reporting and access to support e.g. Domestic Abuse

- HOW**
- All age approach
  - Make “strengths” based conversations the norm
  - Redirect provider resources to independence and enabling

# Shaping an Effective Market

- State commissioning intentions clearly to the market
- Refocus use of domiciliary care to support reablement model
- Support Family care opportunities
- Increase extra care
- Increase supported living
- Refocus use of residential and nursing care
- Define replacement care offer through clear policy and range of responses
- Increase use of Direct Payments and Personal Assistants
- Embed effective use of enablers to independence e.g. Assistive Technology, access to training, volunteering, travel support, employment, housing , advice to self funders

## HOW

- Engage to develop independence and choice
- Work with partners to create an integration framework
- Commission for the whole population not just those who access “services”

# Cross Council/Partner Delivery

Programme/Project	Support Required to enable
Integrated Customer Model and One Front Door – with Libraries as Community Hubs	Cross Council and partner approach Appropriate hub locations CRM Deployment BPR Integrated, self service web offer Communications and Marketing Management of HR Implications
Partnerships at District Level – including Integrated Teams	Linked to the above and also modelling of buildings, workforce, formal agreements and technology for true integrated working
All Age Disability Service Offer Page 17	Design of to be service across Adults and Children’s Social Care Communications and Marketing Management of HR Implications WCF Contract/Legal Considerations Process and System Design Organisational Develop/Culture Change
Increase Extra Care Increase Supported Living	Identification and securing development sites Communications and Marketing
Increase Direct Payments	Financial Infrastructure Employment Support Communications and Marketing
Aligned Commissioning	Co-production and joined up approach to commissioning with commissioning, procurement and commercial teams e.g. prevention; domiciliary care; residential/nursing care; accommodation
Organisational Development and Culture Change	Engagement, communications and top down development programme to change culture towards Making Every Conversation Count; Strengths Based, Think Local Approach with Promoting People’s Independence at heart.



## **ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 27 JULY 2020**

### **PERFORMANCE AND IN-YEAR BUDGET MONITORING**

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#### **Summary**

1. The Panel will be updated on performance and financial information for services relating to Adult Care and Well-being.
2. Performance and financial information provides a further tool for the Scrutiny Panels in maintaining Members' understanding of services provided to the public, the effectiveness of current policies, and early knowledge of any issues or areas for further scrutiny.
3. The performance information provided relates to Quarter 4 (January to March 2020) and financial information for 2019/20 Financial Outturn.
4. The intention is for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further scrutiny or areas of concern.
5. The Cabinet Member with Responsibility for Adult Social Care, the Strategic Director for People and the Head of Finance have been invited to attend the meeting to respond to any queries from Panel Members.

#### **Performance Information**

6. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.
7. Attached at Appendix 1 is a dashboard of performance information which covers the indicators from the Directorate level scorecard and those from the corporate scorecard and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.
8. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

#### **Financial Information**

9. Presentation slides, which can be found at Appendix 2, provide the Financial Update for draft Financial Outturn 2019/20.

10. Panel members also asked for an analysis of which budgets from which Directorates made up the areas for scrutiny in each panel for 2020/21. This has been compiled and attached at Appendix 3. This document has two pages – the first shows the budgets in directorate format and the second in scrutiny panel format.

## **Purpose of the Meeting**

11. Following discussion of the information provided, the Scrutiny Panel is asked to determine:

- any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 22 July 2020
- whether any further information or scrutiny on a particular topic is required.

## **Supporting Information**

Appendix 1 – Dashboard

Appendix 2 – Year end Financial Position 2019-20

Appendix 3 – 2020/21 Budget in Directorate and Scrutiny Format

## **Contact Points**

### Specific Contact Points for this Report

Emma James/Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964/ 844965

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director of Legal and Governance) there are no background papers relating to the subject matter of this report:

- Agenda and Minutes of the Adult Care and Wellbeing Overview and Scrutiny Panel on 27 January 2020, 6 November, 25 September, 11 July, 14 March and 23 January 2019 – available on the website: [Weblink for agendas and minutes](#)
- Agendas and minutes of the Overview and Scrutiny Performance Board on 24 January 2019, 28 March 2019 and 24 July 2019

[All agendas and minutes are available on the Council's website here.](#)

**Key Priorities ASC business objectives:**

**Reduce** the number of older and younger adults whose long term support needs are met by admission to care homes.

**Increase** the number of customers whose short term support services enable them to live independently for longer

**Increase** the number of older people who stay at home following reablement or rehabilitation

**Sustain** the current performance on delayed transfers of care from hospital

**Prevent**, reduce or delay the need for care

**Priority- Reduce the number of older and younger adults whose long term support needs are met by admission to care homes**

**Indicator: Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population (ASCOF 2A(1)) (low is good)**

**Analysis:** This national indicator looks at planned admissions and as such includes 12 week disregards, so potentially some of those included will eventually become self funders.

This includes people within the age group 18-64 who have physical disabilities, learning disabilities or mental health issues. Controls are in place to ensure that permanent admissions are minimised and are only used where there is no other support available in a community based setting. Work is ongoing to ensure that maximum use is made of services such as supported living, and all options to support young people to remain living independently or with families are considered as a priority.

The admission rate per 100,000 of the younger population for Worcestershire was 16.71 (57 young people) in the year to end of Mar-20, compared with 19.3 in the previous year (66 young people). In terms of benchmarking data, the latest available is 2018-19 - based on this data Worcestershire is above the national average of 13.9 (ie our admissions are above this but below the comparator averages (17.8) (national and comparator results are shown on the graph in the green and purple blocks).

**Priority- Reduce the number of older and younger adults whose long term support needs are met by admission to care homes**

**Indicator: Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population (ASCOF 2A(2)) (low is good)**

**Analysis:** This national indicator looks at planned admissions and as such includes 12 week disregards, so potentially some of those included will eventually become self funders. All people over the age of 65 are included in this indicator.

Measures are in place to control all permanent admissions to either residential or nursing care. Any new placements can only be approved at Area Manager level and all new high cost placements go through a scrutiny panel. Projects are underway to look at practice in authorities with lower rates of admissions. Compulsory pick ups such as those from continuing health care and self funders also impact on results here. There is a pilot in process where a single worker will complete all self funding pick ups using a risk assessment tool to ensure this is applied consistently.

The admission rate per 100,000 of the older population for Worcestershire was 627.64 at the end of Mar-20 based on 853 admissions compared with a rate of 637.9 last year. Comparing to 2018-19 national data - this is above the national (579.4) and comparator (571.3) averages.

**Priority: Increase the number of customers whose short term support services enable them to live independently for longer**

**Indicator: Proportion of people with no ongoing social care needs following reablement after hospital discharge - Sequel to short term services to maximize independence (ASCOF 2d) (high is good)**

**Analysis:** This is a national ASCOF indicator which measures rehabilitation success rates for older people, in terms of the percentage who no longer require services following a reablement service. In Worcestershire this relates solely to services provided by the urgent promoting independence team. A service which is available to support hospital discharge. As such the service is working with people with increasingly complex needs. Despite the increasing acuity of people requiring the service, performance has increased over the last year and the draft result for 2019-20 is 85.10 (this is draft as recording was simplified at the start of the Covid-19 pandemic so work is currently still continuing to ensure ongoing accuracy and completeness of data).

**Priority- Increase the number of older people who stay at home following reablement or rehabilitation**

**Indicator: Older people remaining at home following hospital discharge and a reablement service** - Proportion of 65+ who were at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2b) (high is good)

**Analysis:** This is a national indicator used as a supporting metric for the Better Care Fund program. It measures the percentage of older people who have gone through a reablement program on discharge from hospital and are still at home 91 days later, on a quarterly basis. Reablement services include some that are health led.

The 2019-20 target for this indicator is 81.8% , it was previously set as a stretch target in 2017-18, but has been reduced to be in line with performance in similar/comparator authorities (2017-18 as this is the latest comparator data available).

For 2018-19 the result was 85.1 for Worcestershire which was above the family average of 83.3 and the England average of 82.4.

The acute hospitals is under increasing pressure, and there continues to be higher acuity in patients discharged to reablement services. These services support people being discharged to remain independent for as long as possible, and it becomes increasingly challenging to ensure that they are at home after 91 days as the needs of people using these services become more complex. Despite this performance on this measure has increased steadily through 2019-20, and is 86.9% for Q4.

**Priority- Sustain the current performance in delayed transfers of care from hospital**

**Indicator: No of days people are delayed in hospital each month that are a social care responsibility** - No of days delayed per month (responsibility of social care, in and out of County) (low is good).

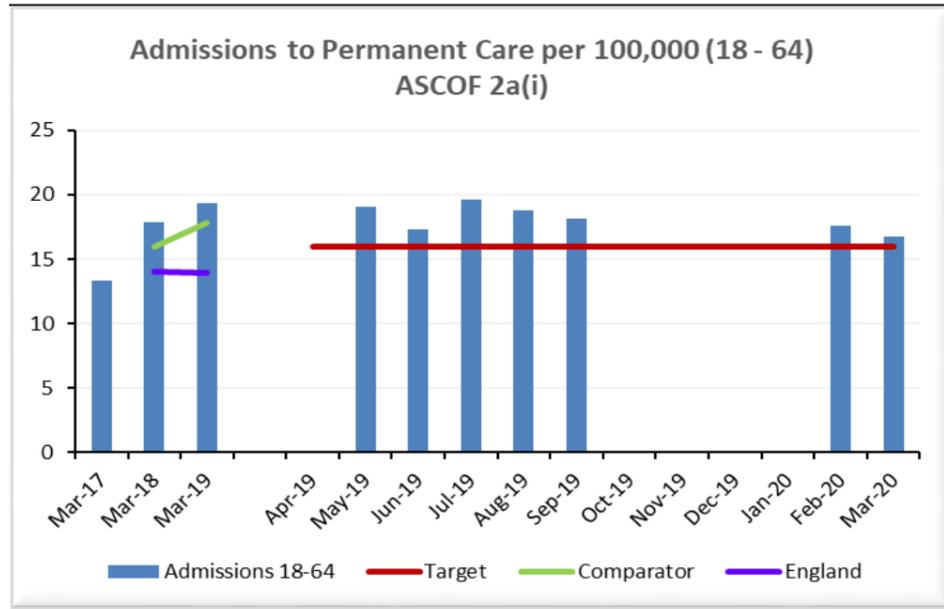
**Analysis:** Data on delayed transfers from hospital is published nationally and the results are shown here to Feb-20 (data is currently not being published due to Covid-19). Social care delays are 545 this month. The proportion of social care delays that are delays in acute hospitals is low (16% or 88 days), and of these acute delays the majority (94% or 83 days) are in out of county hospitals. The Directorate has achieved this by worked effectively with health colleagues to ensure that pathways are available to patients coming out of hospital and delays including social care delays are kept to a minimum.

**Priority: Prevent, reduce or delay the need for care**

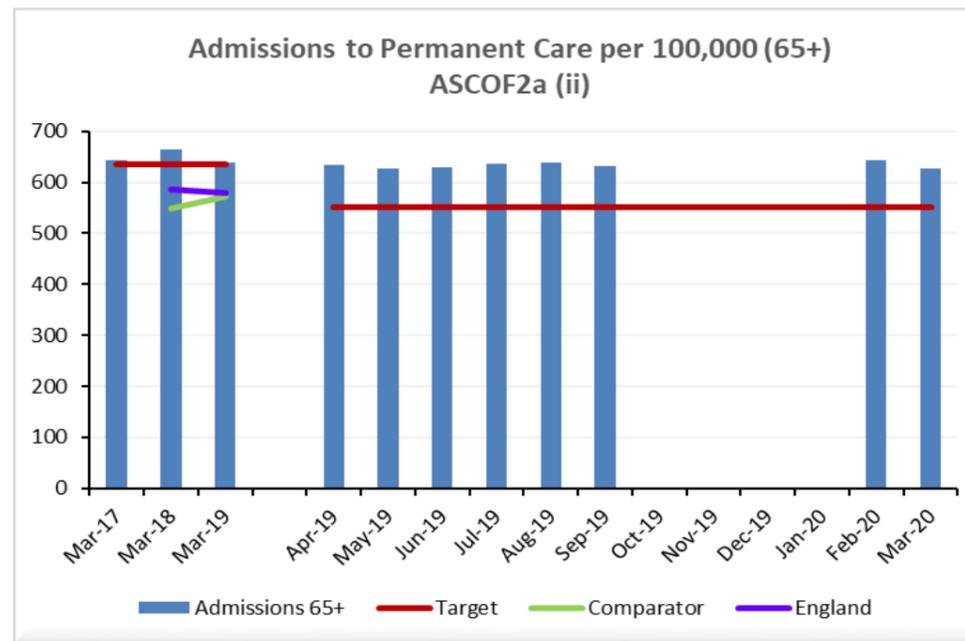
**Indicator: Annual care package reviews completed** - Percentage of people in services for 12 months who had a review completed in those 12 months or whose review is in progress at that point (high is good)

**Analysis:** This is a local measure that looks at people who have been in receipt of services for a year or more and checks that they have been reviewed in that period. Up until Mar-17 this measure was set at 15 months. The target has remained at 95% whilst reducing the time allowed to 12 months. Performance at the end of 2019-20 is 85.8%. Performance across different services varies with the area social work teams, and young adults being on target, whilst mental health and particularly learning disability teams are well below target and rated as red.

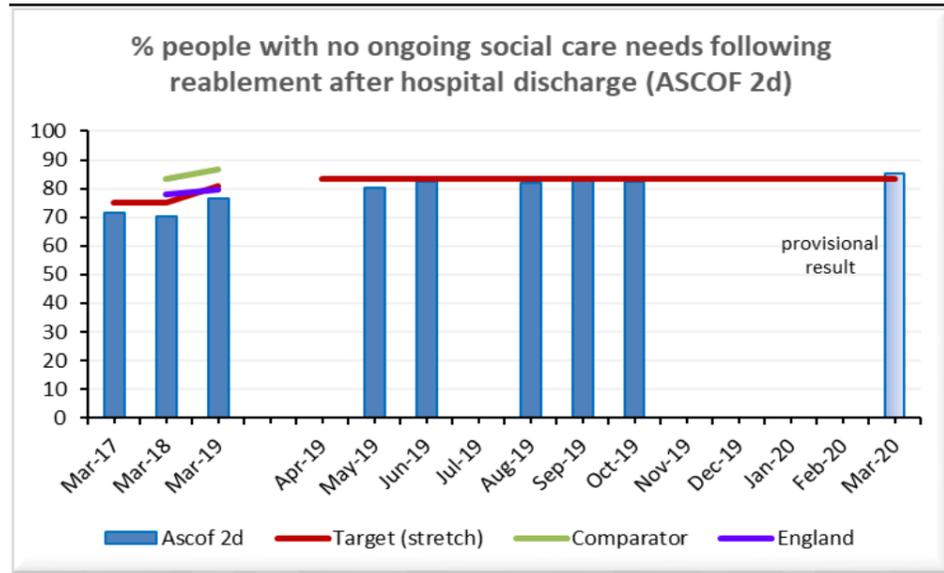
ASCOF 2a(1)



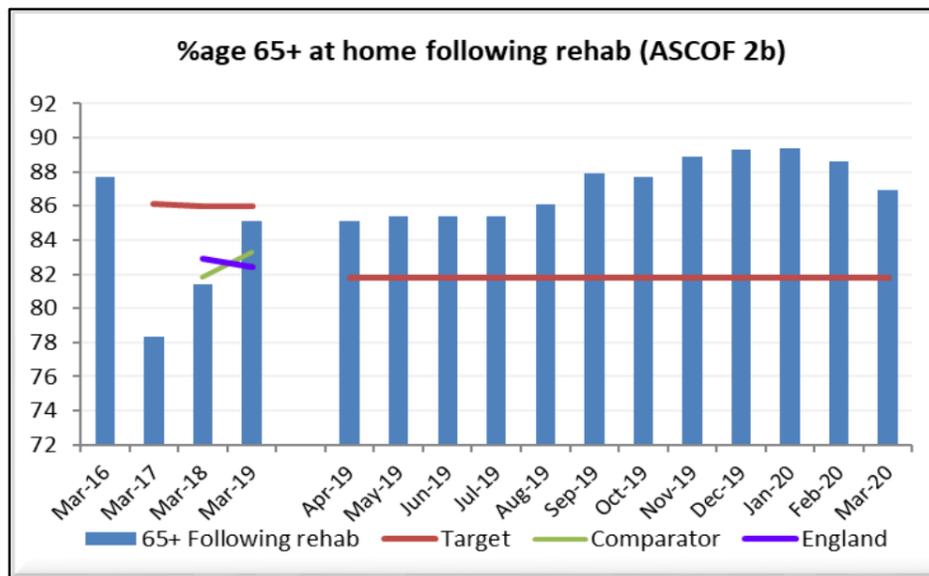
ASCOF 2a(2)



ASCOF 2d



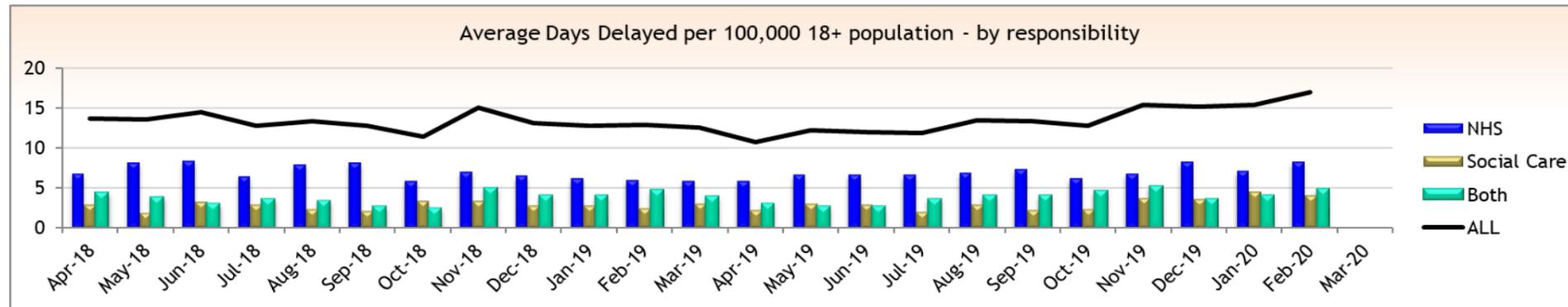
ASCOF 2b



Note: the purple and green blocks are the comparator and England average

**Delayed Transfers of Care** (Mar-20 has not been published nationally due to Covid-19)

Data	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20
NHS	937	1171	1164	915	1125	1127	830	973	929	882	774	837	801	970	940	961	991	1030	903	954	1200	1032	1123
Social Care	387	255	448	412	326	289	478	450	391	396	306	425	290	430	395	278	404	309	322	506	514	646	545
Joint	595	534	415	512	470	369	345	686	571	563	609	548	409	384	364	507	585	561	655	721	506	575	656
<b>Total</b>	<b>1919</b>	<b>1960</b>	<b>2027</b>	<b>1839</b>	<b>1921</b>	<b>1785</b>	<b>1653</b>	<b>2109</b>	<b>1891</b>	<b>1841</b>	<b>1689</b>	<b>1810</b>	<b>1500</b>	<b>1784</b>	<b>1699</b>	<b>1746</b>	<b>1980</b>	<b>1900</b>	<b>1880</b>	<b>2181</b>	<b>2220</b>	<b>2253</b>	<b>2324</b>



Annual Reviews Completed



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# Adult Care and Well Being Overview and Scrutiny Panel

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27 July 2020

Year End Position 2019/20  
Financial Update

# 2019/20 Year End Financial Position – Adult Services

Service	2019/20 Gross Budget	2019/20 Net Budget	2019/20 Actual	19/20 Draft Variance Before Adj's	Proposed Withdrawal from Reserves / Grants	Variance After Adj's	Variance After Adj's
	£000	£000	£000	£000	£000	£000	%
Older People	86,674	53,824	59,440	5,616	(695)	4,921	9.1%
Physical Disabilities	18,471	15,517	15,108	(409)	0	(409)	-2.6%
Learning Disabilities	67,938	59,362	57,534	(1,828)	0	(1,828)	-3.1%
Mental Health	20,713	15,812	16,281	469	0	469	3.0%
Support Services	241	(317)	(702)	(385)		(385)	121.6%
Integrated Commissioning Unit	1,002	625	341	(284)	0	(284)	-45.4%
BCF (excluding Health)	10,347	99	(664)	(763)	0	(763)	-770.7%
IBCF	1,036	(15,045)	(15,045)	0	0	0	0.0%
Non Assigned Items	(17)	(4,007)	(4,085)	(78)	0	(78)	1.9%
Provider Services	10,796	9,959	9,483	(475)	(100)	(575)	-5.8%
<b>TOTAL</b>	<b>217,200</b>	<b>135,829</b>	<b>137,691</b>	<b>1,863</b>	<b>(795)</b>	<b>1,068</b>	<b>0.8%</b>

# Key Headlines – Adults Year End 2019/20

- £1m overspend (0.8% of net budget)
- Improving position from Quarter 3 (£1.3m improvement) mainly due to further use of Public Health Ring-Fenced Grant
- The most significant variances from budget are:
  - Increase in the number of care packages for Older People and increase in their unit costs compared with budgeted forecast
  - Reduction in the numbers of clients within Learning Disabilities compared with budgeted forecast
  - Increase in the requirement for a bad debt provision
  - Increase in the use of the flexibilities within the Public Health Ring-fenced Grant

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Directorate	Scrutiny	Service Area	20/21 £'000
People	Adult Care and Well-being	Adult Social Care	130,676
People	Adult Care and Well-being	Provider services	9,299
People	Corporate & Communities	Community leadership	204
People	Corporate & Communities	Strategic Libraries & Learning	4,955
People	Corporate & Communities	Museums Service	636
People	Corporate & Communities	Greenspace & Gypsy Services	500
People	Corporate & Communities	Archives & Archaeology	1,525
People	Corporate & Communities	Skills & Investment including Adult learning	414
People	Corporate & Communities	Registration & Coroner Services	872
People	Corporate & Communities	Public Analyst & Scientific Advice	67
People	Corporate & Communities	Trading Standards	183
People	Children & Families	SENDIASS	95
People	Children & Families	Childrens Commissioning and Partnership	349
People	Children & Families	Historic Chs	1,663
People	Children & Families	Childrens S75	1,604
		<b>Total People Services</b>	<b>153,043</b>
<b>WCF</b>	<b>Children's</b>	<b>WCF Contract including grants</b>	<b>100,214</b>
E&I	Economy & Environment	Business Administration and Systems	-375
E&I	Economy & Environment	Strategic Land & Economy	1,116
E&I	Economy & Environment	Major Projects	35,460
E&I	Economy & Environment	Highways & PROW	7,144
E&I	Economy & Environment	Transport	11,114
E&I	Economy & Environment	Planning & Regulation	908
E&I	Economy & Environment	Network Control	567
		<b>Total Economy &amp; Infrastructure</b>	<b>55,933</b>
COACH	Corporate & Communities	COaCH Management	266
COACH	Corporate & Communities	Commercial Team	258
COACH	Corporate & Communities	Technology Team	504
COACH	Corporate & Communities	Legal & Democratic Services	5,163
COACH	Corporate & Communities	Property Services Function	715
COACH	Corporate & Communities	Programme Office Function	43
		<b>Total Commercial and Change</b>	<b>6,947</b>
Finance	Corporate & Communities	Whole Organisation including Minimum Revenue Provision (MRP)	28,619
Finance	Corporate & Communities	Finance Service	1,127
CEX	Corporate & Communities	Chief Executive	470
CEX	Corporate & Communities	HR, OD & Engagement	478
CEX	Corporate & Communities	Remaining Cross Council Savings to be allocated	-1,692
		<b>Total Chief Executive Unit</b>	<b>29,002</b>
		<b>Total</b>	<b>345,139</b>

Scrutiny	Directorate	Service Area	20/21 £'000
Adult Care and Well-being	People	Adult Social Care	130,676
Adult Care and Well-being	People	Provider services	9,299
		<b>Total Adult Care and Well-being Scrutiny</b>	<b>139,975</b>
Corporate & Communities	People	Community Services Leadership	204
Corporate & Communities	People	Strategic Libraries & Learning	4,955
Corporate & Communities	People	Museums Service	636
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Corporate & Communities	Finance	Finance Service	1,127
Corporate & Communities	CEX	Chief Executive	470
Corporate & Communities	CEX	HR, OD & Engagement	478
Corporate & Communities	CEX	Remaining Cross Council Savings to be allocated	-1,692
		<b>Total Corporate and Communities Scrutiny</b>	<b>45,306</b>
Children & Families	WCF	WCF Contract including grants	100,214
Children & Families	People	SENDIASS	95
Children & Families	People	Childrens Commissioning and Partnership	349
Children & Families	People	Historic Children's Services	1,663
Children & Families	People	Childrens S75 (part of Public Health)	1,604
		<b>Total Children and Families Scrutiny</b>	<b>103,925</b>
Economy & Environment	E&I	Business Administration and Systems	-375
Economy & Environment	E&I	Strategic Land & Economy	1,116
Economy & Environment	E&I	Major Projects	35,460
Economy & Environment	E&I	Highways & PROW	7,144
Economy & Environment	E&I	Transport	11,114
Economy & Environment	E&I	Planning & Regulation	908
Economy & Environment	E&I	Network Control	567
		<b>Total Economy &amp; Environment Scrutiny</b>	<b>55,934</b>
		<b>Total</b>	<b>345,139</b>

**ADULT CARE AND WELL BEING  
OVERVIEW AND SCRUTINY PANEL  
27 JULY 2020****WORK PROGRAMME REFRESH - 2020/21**

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**Summary**

1. From time to time the Adult Care and Well Being Overview and Scrutiny Panel will review its work programme and consider which issues should be investigated as a priority.

**Background**

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The suggested 2020/21 Work Programme has been developed by taking into account issues still to be completed from 2019/20, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.
3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.
4. The Adult Care and Well Being Overview and Scrutiny Panel is responsible for scrutiny of:
  - Adult Social Care
  - Health and Well-being
5. The overall scrutiny work programme, including any necessary revisions in the light of the COVID-19 pandemic, will be discussed by OSPB on 22 July and agreed by Council on 10 September 2020.

**Dates of Future Meetings**

- 22 September 2020 at 2pm
- 18 November 2020 at 10am

**Purpose of the Meeting**

6. The Panel is asked to consider the 2020/21 Work Programme and agree whether it would like to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

## **Supporting Information**

- Appendix 1 – Adult Care and Well Being Overview and Scrutiny Panel Work Programme 2020/21

## **Contact Points**

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Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance), the following are the background papers relating to the subject matter of this report:

- [Agenda and Minutes of the 11 June Panel meeting](#)
- [Agenda and Minutes of Council on 12 September 2019](#)

## DRAFT 2020/21 SCRUTINY WORK PROGRAMME: Adult Care and Well Being Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
27 July 2020	Peer Review Feedback	27 January 2020	
	Performance (Q4 January – March 2020) and In-Year Finance Outturn Monitoring	27 January 2020	
22 September 2020	Update on Care and Nursing Home Provision, in particular dementia beds (including Quality, Staffing and Market Resilience).		
	Performance (Q2 July – September 2020) and In-Year Finance Outturn Monitoring		
18 November 2020	Performance (Q2 July – September 2020) and In-Year Finance Outturn Monitoring		
<b>Possible future Items</b>			
TBC	Care Act easements as a result of COVID-19	11 June 2020	Watching brief as the Council has not applied any at this current time.
TBC	Here-to-Help Service – future development post COVID-19		Suggested at 11 June 2020 Meeting.
TBC	Joint Funding arrangements between the Council and Health Partners (adults and children), including Continuing Health Care Assessments		Cross cutting with Health Overview and Scrutiny Committee and Children and Families Overview and Scrutiny Committee Suggested at 11 June 2020 Meeting.
TBC	The Council's Adult Services Respite Offer		Suggested at 11 June 2020 Meeting.
TBC	Re-ablement Service		

## DRAFT 2020/21 SCRUTINY WORK PROGRAMME: Adult Care and Well Being Overview and Scrutiny Panel

TBC	The Council's approach when self-funders in residential care homes run out of funds		Suggested at November 2019 OSPB Meeting
TBC	Support for Children with Disabilities during Transition to Adulthood (with Children and Families Overview and Scrutiny Panel)	21 June 2017 July – August 2017 (Panel Chairmen)	
TBC	All Age Refresh of the Carers Strategy	25 September 2019	
TBC	Green Paper on Social Work for Older People		
TBC	Health and Social Care inequalities		
TBC	Implications for Adult Services from the NHS Long Term Plan		
TBC	Overview of services provided to adults of working age		
Standing Items	Performance and In-year Budget Monitoring Budget Scrutiny Process Safeguarding – Annual Adult Social Care Outcomes Framework – Annual Adult Services Business Plan – regular review	Jan/March/July/Sept/Nov	
<p><b>Possible items to be removed from the Work Programme</b></p> <ul style="list-style-type: none"> <li>• Task Group – Learning Disabilities (taking one aspect, such as respite or support for carers or access to services)</li> <li>• Visit – Patient Flow Centre</li> <li>• Prevention work (with HOSC)</li> <li>• Transport for adults with Learning Disabilities</li> <li>• Liquid Logic</li> <li>• 3C approach to social work – update and feedback from member visits to Locality Teams</li> </ul>			