

Agenda

Adult Care and Well Being Overview and Scrutiny Panel

Thursday, 8 July 2021, 10.00 am
Informal Meeting

Please note this meeting is being conducted remotely by videoconferencing between invited participants and live streamed for general access via a link on the Council's website to the Council's [Youtube Channel](#)

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 Scrutiny on telephone number 01905 844965 or by emailing scrutiny@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 3rd 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

Thursday, 8 July 2021, 10.00 am, Online only

Membership

Councillors:

Cllr Shirley Webb (Chairman), Cllr David Chambers, Cllr Lynn Denham, Cllr Paul Harrison, Cllr Matt Jenkins, Cllr Adrian Kriss, Cllr Jo Monk (Vice Chairman) and Cllr James Stanley

Agenda

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declarations of Interest	
3	Strengths Based Approach to Social Work	1 - 10
4	Dementia Centres	11 - 32
5	Performance and In-Year Budget Monitoring	33 - 46
6	Update on Customer Feedback	47 - 50
7	Work Programme	51 - 54

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

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

Date of Issue: Thursday, 1 July 2021

This page is intentionally left blank

**ADULT CARE AND WELL BEING
OVERVIEW AND SCRUTINY PANEL
8 JULY 2021****UPDATE ON STRENGTHS BASED APPROACH TO SOCIAL
WORK**

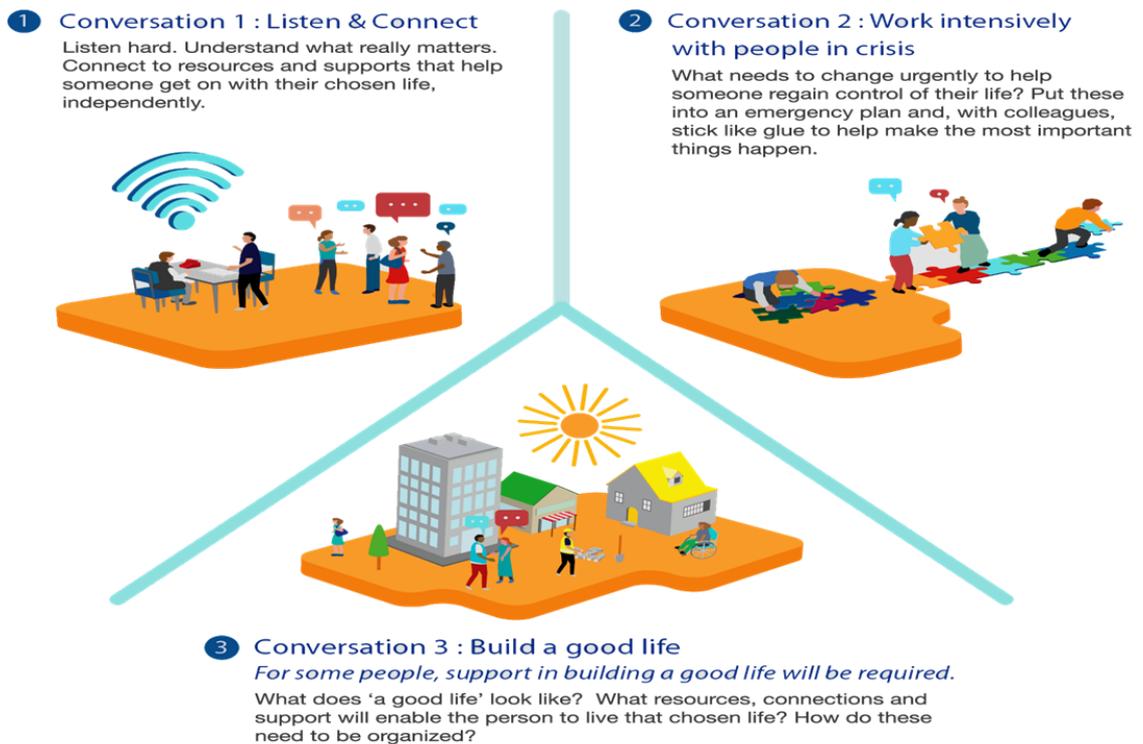
Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on the Council's progress with the delivery of the Three Conversation Model - a strengths-based approach to Social Work (3CM).
2. The Strategic Director of People and Cabinet Member with responsibility for Adult Social Care, have been invited to the meeting.

Background

3. Worcestershire County Council's vision is to ensure Worcestershire residents are healthier, live longer, have a better quality of life and remain independent for as long as possible. The People Strategy aims to ensure people are well, and able to live a good quality of life, have a sense of belonging, positive relationships and contribute to community life. All these factors are important to good health and wellbeing and evidence shows that in supporting people at an early stage to build connections and local networks of support, including supporting carers, it makes a real difference to people's lives and they will cope better and use these networks of support in times of difficulty. It is essential to ensure people are involved as equal partners in designing their own individual support plan to build a good life, and in co-producing community initiatives, which will lead to a much more cost-effective solution than the traditional social care offer and enable people to improve, maintain or regain levels of independence.

4. In April 2017, Adult Social Care introduced the 3 Conversation Model (3CM) which focuses on working with people to promote, maintain and regain their independence and wellbeing, reducing dependency on formal and Council funded care and support, building on strengths within families and connecting people to their communities. At the heart of the approach are three distinct types of conversations which are used to understand what really matters to people and families, what needs to happen next for them, what resources and opportunities are available to them within the community and their social network and how the Council can best assist.



5. The initial programme to introduce this approach was completed in February 2019 and a report was considered by the Adult Care and Wellbeing Overview and Scrutiny Panel meeting on the 14 March 2019. Following several reviews of practice in 2020 (People Too/Black Pear) it was recognised there was a strong alignment and commitment to the 3CM and person-centred practice, which could be further developed in the following areas:

- Leadership - A specific role to promote and maintain a focus on practice and development was recommended.
- Peer support - Regular huddles must continue to ensure peer support is offered to reduce the risk of using traditional services unnecessarily.
- Information and performance data re 3C working – Managers need to better understand trends and potential issues in their teams.
- Liquid Logic, the new social care database, needed to be developed to enhance and support practice rather than be process led
- Culture change – continue to embed the changes and ensure teams who were later adopters had the same opportunity to shape the model, innovate and connect with wider learning/development need plans.

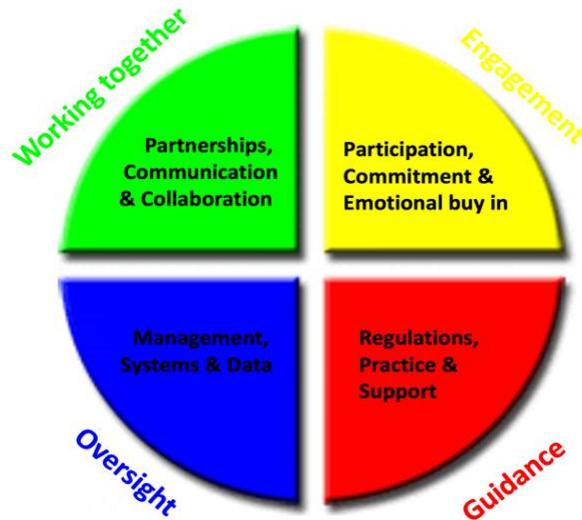
6. In November 2020 the 'Building on Strengths' Project was launched, to revisit and refresh the 3CM approach.

7. The aims of this project were to:

- Refresh the knowledge, understanding and application of the culture within the Adult Social Work service and to extend this approach to the Mental Health Service once established within the People Directorate
- Support teams to reintroduce operational huddle meetings and regular reflective practice workshops
- Introduce and encourage engagement with the approach within the wider context of the People Directorate including the Here2Help service, Commissioning, Public Health and Business Support Functions
- Improve recording practice and the tools available for recording social work meetings and actions
- Provide a mechanism for collecting feedback from the people we work with and staff to support further development of the approach
- Revisit and update strength-based practice guidance and develop a panel of practice champions to support the project and an ongoing culture of person-centred working
- Establish and recruit to a new post to maintain a focus on this work and its values, providing ongoing support to further embed and encourage this approach
- Update the structure of the Liquidlogic Adults' System (LAS) records system to further support this approach and use this as a firm basis from which to develop and run a regular series of meaningful reports to be used alongside qualitative data
- Increase the knowledge and understanding of this approach with internal and external partners to encourage greater collaboration and implementation across the care system (not just adult social care) to better residents' lives.

8. A project group was formed and includes senior managers from different areas of the operational social work teams, the former Programme Manager, manager of the Performance and Reporting team and a Project Manager.

9. Since the formation of the 'Building on Strengths' project, the team above has worked closely with other projects within the wider People Directorate Transformation programme and has made considerable progress. As the project includes cultural as well as systems change, the approach taken was to group the deliverable products under 4 key headings.



10. During the first 6 months of the project, the progress to date has been significant and key highlights and milestones met include:

- Development of a series of interactive workshops for senior and operational staff including introductory and advanced sessions, attended by over 207 staff
- The workshops had overwhelmingly positive feedback and a rolling programme has been timetabled to ensure that new staff are introduced and supported to the approach through their induction period.
- An additional workshop was run specifically for partners in the Worcestershire Association of Carers, who use the 3 Conversation approach on behalf of the Council in completion of their contract to support Carer assessments and reviews.
- A simple video about the 3 Conversation approach was produced and shared with over 60 partner organisations through the WSAB network
- The project has recruited to the 3 Conversations Advanced Practitioner role, and the post holder is expected to start in this post in September.
- All existing guidance was reviewed and removed, to be replaced by 7 simple practice guides covering the key aspects of the approach, most of which are now available on the online staff e-guide platform.
- Workshops were held to support the Advanced Social Work Practitioner (ASWP) in reflective meetings including a resource pack including learning objectives, discussion materials and exercises to cover the identified improvement areas
- The Performance Team have developed a series of reports and work is underway to use these as routine data which will also include case studies and direct feedback from residents.
- Mental Health Social Workers returned to the Council on 1 April 2021 and will have a full innovation period to support practice.

11. The remaining goals of the project are to:

- Support the new 3C Advanced Practitioner through her induction and the establishment of the ASWP reflective meeting group
- Agree the approach to collecting public feedback and establish the mechanism
- Develop a suite of service data and establish a baseline from where we can

- track the impact of the project
- Use feedback from the champions group to revisit LAS functionality and the Proud Conversations audit tool (quality of social care records)
- Develop a plan to ensure that culture continues to be extended and supported beyond the completion of the project

12. 3CM is the 'golden thread' in shaping the way we offer support to our residents at the earliest stage possible, to prevent, reduce and delay the need for services for as long as possible, enabling people to be independent. The need for excellent advice, information and access to support in communities has been heightened through the pandemic and the creation of the Here to Help service is now well established. Having even earlier conversations (often referred to as Conversation 0) with people to support themselves and make informed decisions is vital. The project supports to shape the market and ensure we commission services that really make a difference. We are now aligning the model to the offer at the 'Front door', including the development of a tool for mapping community resources to support people to find information and advice independently, and identify gaps in provision. This intelligence can then assist the Directorate in developing the voluntary and community sector commissioning, work alongside colleagues in Public Health with similar priorities in supporting residents to lead healthy, meaningful lives.

13. Feedback from people on their experiences and outcomes must be routinely sought. Appendix 1 provides the data we have currently, and the project team are developing further mechanisms to gather feedback as a priority.

14. There is a link below to view a video of a family and Social Worker telling their story of using a strength-based approach and the difference it can make to people's lives:

[Adult Social Worker Film - YouTube](#)

Purpose of the meeting

15. Members are invited to consider and comment on the information within this report and agree:

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

Supporting Information

Appendix 1 - providing data around social work activity.

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

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 Well Being Overview and Scrutiny Panel on 14 March 2019 and 27 September 2017

Minutes and Agendas are available on the Council's website: [weblink to agendas and minutes](#)

Appendix 1 Strength-based approach - Data

Adult social care activity

Shows the number of all contacts for new and existing people and conversations that took place each month since Nov-18. This information has been collated from both Framework-land Liquid Logic data management systems.

ADULT SOCIAL CARE ACTIVITY			Conversation			Conversations
Year	Month	People	One	Two	Three	
2018	November	1,739	955	203	591	2,568
	December	1,467	755	180	539	2,097
2019	January	2,007	1,076	195	812	3,007
	February	2,022	944	209	946	2,897
	March	2,229	944	203	1,066	3,218
	April	2,478	1,091	387	1,048	3,608
	May	2,527	1,134	502	1,027	3,713
	June	2,519	1,014	468	1,052	3,597
	July	2,761	1,276	556	1,261	4,182
	August	2,481	1,015	480	1,194	3,578
	September	2,496	1,044	467	1,080	3,565
	October	2,890	1,146	567	1,389	4,199
	November					
	December	2,048	715	684	1,672	3,071
2020	January	2,539	769	705	1,936	3,410
	February	2,304	727	618	1,767	3,112
	March	2,247	821	666	1,933	3,420
	April	1,875	629	406	1,992	3,027
	May	1,876	459	399	1,418	2,276
	June	2,097	605	433	1,732	2,770
	July	2,179	717	493	1,651	2,861
	August	1,988	643	572	1,474	2,689
	September	2,174	735	601	1,753	3,089
	October	2,070	688	628	1,827	3,143
	November	2,123	743	959	1,705	3,407
	December	2,019	675	1,037	1,426	3,138
2021	January	2,149	694	1,130	1,655	3,479
	February	2,033	677	1,005	1,644	3,326
	March	2,398	747	1,174	1,979	3,900
	April	2,231	624	1,143	1,660	3,427
	May	2,326	683	1,011	1,547	3,241

Information for Nov 2019 not presented due to the change in the information management system

First conversation

Table below shows new referrals recorded between 18 Nov 2019 to 22 May 2021 detailing the first type of conversation a resident has had with Adult social care.

First Conversation New Referrals Only

Team group	Conversation 1	Conversation 2	Conversation 3 Eligibility and Est Budget Carers	Conversation 3 Eligibility and Estimated Budget
Area Teams	6,135	552	25	975
Central Services	1,292	170	11	219
Finance Team	11	0	0	2
Hospitals	979	284	8	329
LD	35	8	7	34
MH	271	35	53	165
Provider Services	25	2,813	3	7
All other Teams	352	12	14	10

Days to allocation

Table below shows duration between contact and time allocated to worker for new referrals between 18 Nov 2019 to 22 May 2021

Days to Allocation of an initial Caseworker				
Team group	Conversation 1	Conversation 2	Conversation 3 Eligibility and Est Budget Carers	Conversation 3 Eligibility and Estimated Budget
Area Teams	1	1	0	1
Central Services	7	2	10	4
Finance Team	0			0
Hospitals	1	3	3	1
LD	11	1	0	5
MH	4	0	2	4
Provider Services	1	3	2	0
All other Teams	2	0	16	52

Time to first conversation

Table below shows duration between contact and first conversation (in mean days) for new referrals between 18 Nov 2019 to 22 May 2021. Please note that report looks at the start of recording on the data management system, as information gathering, and support is often started before recording

First Conversation Time To Start from Contact	Mean Days To Start of First Conversation From Contact			
	Conversation 1	Conversation 2	Conversation 3 Eligibility and Est Budget Carers	Conversation 3 Eligibility and Estimated Budget
Team group				
Area Teams	5	9	8	22
Central Services	14	16	38	32
Hospitals	6	4	8	13
LD	18	4	2	70
MH	19	6	14	32
Provider Services	4	8	4	22
All other Teams	48	1	56	11
Total	9	8	19	24

Public feedback received by Consumer relations unit

Tables below show a comparison between Compliments and Complaints received by the area social work team

Compliments

2016/2017	2017/2018	2018/2019	2019/2020
8	17	20	48

Complaints

2016/2017	2017/2018	2018/2019	2019/2020
21	47	20	49

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 8 JULY 2021

DEMENTIA CENTRES

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on Dementia Centres.
2. Dementia Centres was added to the work programme since Panel members are aware of the increasing need for specialist dementia care and prior to the County Council elections, the Panel was advised that three funding applications had been agreed to develop dementia meeting centres in Worcestershire.
3. The Cabinet Member with Responsibility for Adult Social Care and Senior Officers from the Directorate of People have been invited to the meeting.
4. Additionally, Dr Shirley Evans (University of Worcester) who is leading the work on development of Dementia Centres will lead a presentation (see Appendix 1) which provides more information on the following areas:-
 - What is dementia
 - Statistics
 - What is a Meeting Centre?
 - The UK Meeting Centre Support Programme
 - Worcestershire Meeting Centres Community Support Programme

Purpose of the meeting

5. 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/s

Supporting Information

- Appendix 1 - Presentation on Dementia Centres

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

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 Well Being Overview and Scrutiny Panel on 15 March 2021

Minutes and Agendas are available on the Council's website: [weblink to agendas and minutes](#)



Worcestershire Meeting Centres Community Support Programme



Dr Shirley Evans



The Association for Dementia Studies



www.worc.ac.uk/dementia



University
of Worcester
Association for
Dementia Studies



Developing evidence-based practical ways to help people live well with dementia

- Multi-professional international innovative research centre.
- Inclusive of people directly affected by dementia.
- Education and practice development.
- Postgraduate Distance Learning
- PhD studentships
- Expertise in person-centredness, complex care, families, communities, arts, sport, nature, design & technology.



Schedule

- What is dementia
- Statistics
- What is a Meeting Centre?
- The UK Meeting Centre Support Programme
- Worcestershire Meeting Centres Community Support Programme

Page 15

What is dementia?

‘Dementia describes a set of symptoms that include loss of concentration and memory problems, mood and behaviour changes and problems with communicating and reasoning. These symptoms occur when the brain is damaged by certain diseases, such as Alzheimer’s disease, a series of small strokes or other neurological conditions such as Parkinson’s disease’

Page 16

Prime Minister’s Challenge on Dementia 2020

There is clear evidence that the earlier into the disease that dementia is diagnosed the better the outcomes for those with the illness and their informal carers, it will help with decision making and preparing the individual and their family for choices they will need to make in the future.

Dementia Statistics

- Currently 850,000 people living with dementia in the UK – 42,325 with young onset dementia
- 1 in every 14 of the population over 65 years has dementia¹
- Worcestershire – 8,748 people living with dementia – 442 with young onset dementia²
- Before COVID diagnosis rates was around 57%
- During COVID diagnosis rate fell by around 10% - rising again

1 <https://www.dementiastatistics.org/>

2 <https://herefordshireandworcestershireccg.nhs.uk/about-us/publications/dementia/454-herefordshire-and-worcestershire-s-living-well-with-dementia-strategy-2019-2024/file>

Our timeline with Meeting Centres

- 2012/13 Invited to be part of bid to undertake implementation research of Dutch MCSP across Europe
- 2014-17 Partner in MeetingDem JPND funded research to take the learning from Netherlands and implement and evaluate MCSP in UK, Italy and Poland
- 2017-2018 Sustained two pilot MCSP following the termination of research funding
- 2018-2022 funding from National Lottery to support new MCSP's to develop across the UK. Aiming for 15-20 over the project ending Jan 2022 (4 month extension)

What is a Meeting Centre?

- For people with mild to moderate dementia living at home
- Inclusive and friendly focus on BOTH the person with dementia and family carer
- Helping both adapt and adjust well to living with dementia underpinned by the Adaptation and Coping Model
- Social Club (3 days per week 10am -3pm) regular and on-going
- Very local, accessible, no us and them, ordinary life setting



What is a Meeting Centre?

- Supports 16-20 people per day plus family (60 supported over the year).
- On-going collaboration between local stakeholders (Planning Group) both in the planning and implementation stages.
- Activity is determined by the needs and aspirations of the members. All contribute in some way.
- Staffed by Centre Manager, Group Co-ordinator, Support Worker and Volunteers.
- Outreach into the local community.
- Research evidence base dating back nearly 20 years.

Evidence

There is good evidence both from Dutch research and recent UK research that:-

- People attending Meeting Centres experience better self-esteem, greater feelings of happiness and sense of belonging than those who don't attend.
- Those who attended most regularly showed fewer of the more distressing symptoms of dementia and a greater feeling of support.
- Family carers also experience less burden feel better able to cope.
- People with dementia and carers report high levels of satisfaction with the programme, seeing it as an important way of keeping active and feeling supported.
- Delayed admission to residential care.

Page 22



National Lottery funding UK MSCP Key outcomes



- Up to 15 new Meeting Centres opened or under development across the UK for people and families affected by dementia that can act as demonstrator sites and centres of learning for others
- Greater understanding from sharing the learning of how Meeting Centres function over time in different communities, different focusses, jurisdictions, locations, rural and urban
- Accessible information, training, skills development and on-going support on how to set up and sustain a functioning Meeting Centre in the UK.
- Greater understanding of the costs and benefits to people with dementia, family carers and local communities to be used as an evidence base for policy decision makers on the impact of Meeting Centres

UK Meeting Centre Support Programme – since COVID



- **An explosion of new Meeting Centres**

Much activity recently, with four new Meeting Centres being funded in Worcestershire this year. At least so far, six new Meeting Centres are being planned in Scotland in the next 12 months, and a similar number expected in various parts of England. Potentially 30 by the end of the 2021.

- **An active, effective and growing Community of Learning and Practice**

Resources, online training, fortnightly meetings, blogs, online forum, monthly webinars

- **Collecting meaningful and impactful data**

Attendance and health and well-being for individual MCs and across the MCs.

- **A robust portfolio of related projects**

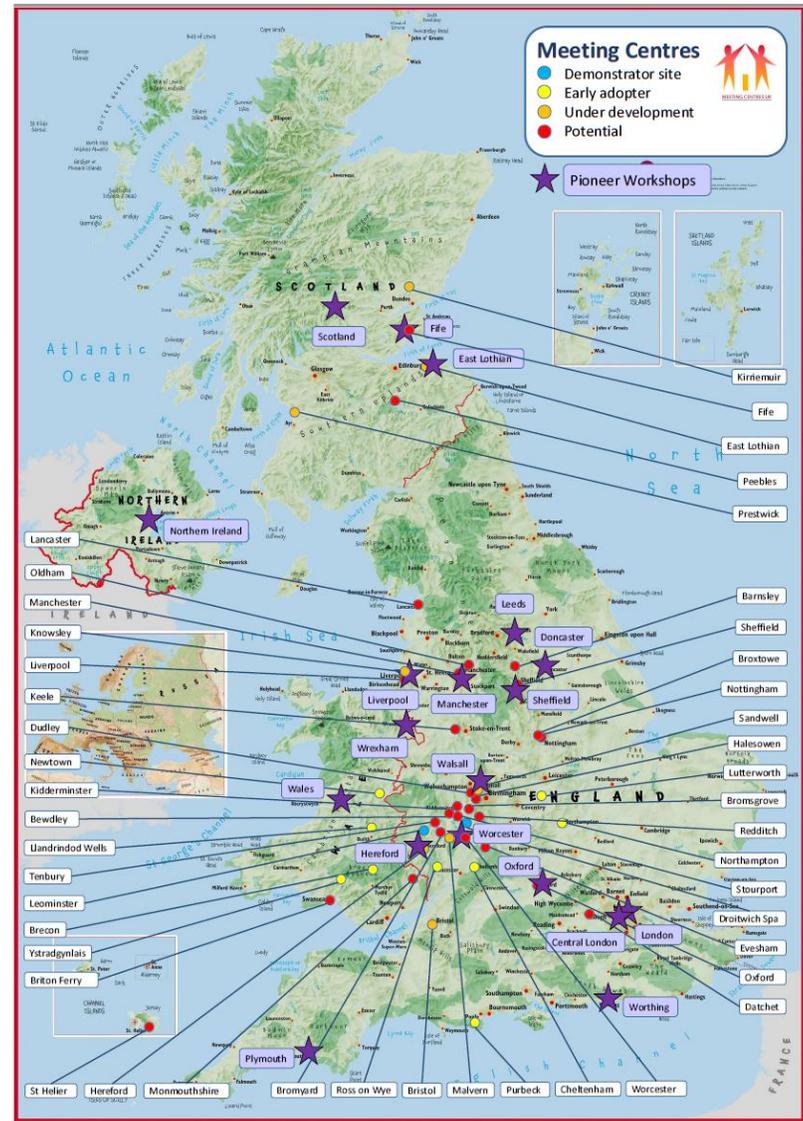
MeetingDem, SCI-Dem, Get Real, Worcestershire Meeting Centres, PhD Studentship



Interest in Meeting Centres



Meeting Centres Across the World



Worcestershire Meeting Centre Community Support Programme

- £ 540,000 from Worcestershire County Council – business rates pilot.
- 9 MCs across Worcestershire – up to £ 20K per Meeting Centre per year for 3 years.
- First funding available Feb 2021.

Meeting Centres in Worcestershire

- Droitwich Spa since 2015
- Malvern Link - St Matthias Church
- Worcester – Dynes Green Community Centre and Bank House
- Wichenford - Norah Parsons Centre
- Tenbury to follow
- Expected – Bromsgrove, Redditch, Stourport, Pershore

PhD Studentship

- The impact of a strategic regional approach to scaling up Meeting Centres for people affected by dementia.
- Match funded by the [Shaw Foundation](#) and the University of Worcester for 3-year full time PhD student.
- Appointed Nathan Stephens who commenced with us on 1st February 2021.
- Value and Social Return on Investment





Thank you for listening
dementia@worc.ac.uk
Fully on line study opportunities



Professor Dawn Brooker



Build your networks: Keep in contact the Association for Dementia Studies

- Email: dementia@worc.ac.uk and meetingcentres@worc.ac.uk
- **Get on our mailing list** <https://www.worcester.ac.uk/about/academic-schools/school-of-allied-health-and-community/allied-health-research/association-for-dementia-studies/ads-contact-the-association-for-dementia-studies/>

Page 30

• Social media

- [Twitter](#)
- [Facebook](#)
- [ADS Blog](#)

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 8 JULY 2021

PERFORMANCE AND IN-YEAR BUDGET MONITORING

Summary

1. The Panel will be updated on performance and financial information for services relating to Adult Care and Well-being.
2. 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

3. 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.

This is reported to Cabinet and is also available on the Council's [website](#).

4. Attached at Appendix 1 is a dashboard of performance information relating to Quarter 4 (January to March 2021). It 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.

5. 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.

6. During the Panel's recent induction following the County Council elections, Panel members requested further information on staffing and customer feedback, therefore adult social care workforce data (for the year end 2020-21) is attached at Appendix 2. An update on the Council's feedback from national surveys of service users and carers is provided as a separate agenda item.

Financial Information

7. In addition to regular performance information, the Panel also receives in-year budget information. The information provided is for financial outturn 2020/21 (i.e. the actual end of year financial performance) and is attached in the form of presentation slides at Appendix 2.

Purpose of the Meeting

8. 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 21 July 2021
 - whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 - Adult Services Performance Information Dashboard
Appendix 2 - Adult social care workforce data (for the year end 2020-21
Appendix 3 – 2020/21 Financial Outturn information (Presentation Slides)

Contact Points

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

Background Papers

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

- Agenda and Minutes of the Adult Care and Wellbeing Overview and Scrutiny Panel on 28 January 2021, 18 November, 22 September, 27 July and 27 January 2020, 6 November, 25 September, 11 July, 14 March and 23 January 2019 – available on the website: [Weblink for agendas and minutes](#)

[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

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.

The data 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 14.4 (49 young people) in the year to end Mar-21 in comparison to 15.5 (53 young people) in the year to Mar-20, and 19.3 (66 young people) Mar-19.

Comparator data is currently only available to Mar-20 when the national average was 14.6 and comparator authorities 14.7 (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. Permanent admissions for people over the age of 65 are included in this indicator.

The aim is to support older people to remain living independently, in their own homes, for as long as possible. Measures are in place to ensure that admissions only occur where there is no other option to meet a person's needs. There are audits of all new admissions to ensure they are appropriate and to identify any key trends/themes, and these are reported to the Assistant Director monthly and PDLT quarterly. As the population ages and has increasingly complex needs the pressure on preventing admissions becomes increasingly challenging. There will be an implication of Covid on people's long-term health and well-being that could impact on the need for 24/7 care.

The admission rate per 100,000 of the older population for Worcestershire was 482.69 (656 older people) in the year to end Mar-21 compared to 629.1 (855 people) at the end of Mar-20 and 637.9 Mar-19.

Comparator data is currently only available to Mar-20 when the national average was 584.0 and comparator authorities 553.7.

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 a reablement service - 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 do not require ongoing services following a reablement service. In Worcestershire this has related solely to services provided by the Urgent Promoting Independence Team (UPI) (which focusses on hospital discharge) but from Oct-21 the new community reablement service is also included. COVID-19 has significantly impacted the cohort of people using these services, particularly for those discharged from hospital where the focus has needed to be on system flow. New hospital discharge models were in place from the start of Covid-19 and have meant that more complex people are being given the opportunity for reablement and leaving hospital via Pathway 1 with the UPI team.

For 2020-21 the result is 76% compared with 84.21% in the previous year.

Comparator data is currently only available for 2019-20 when the national average was 79.5% and comparator authorities 83.9%.

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 acute hospitals are 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. As before, COVID-19 has significantly impacted this cohort of people.

Despite this, performance on this measure for 2020-21 is 81.8%. This is lower than the previous year's result of 86.9% but a good result in the pandemic.

Comparator data is currently only available for 2019-20 when the national average was 82% and comparator average 84.7%.

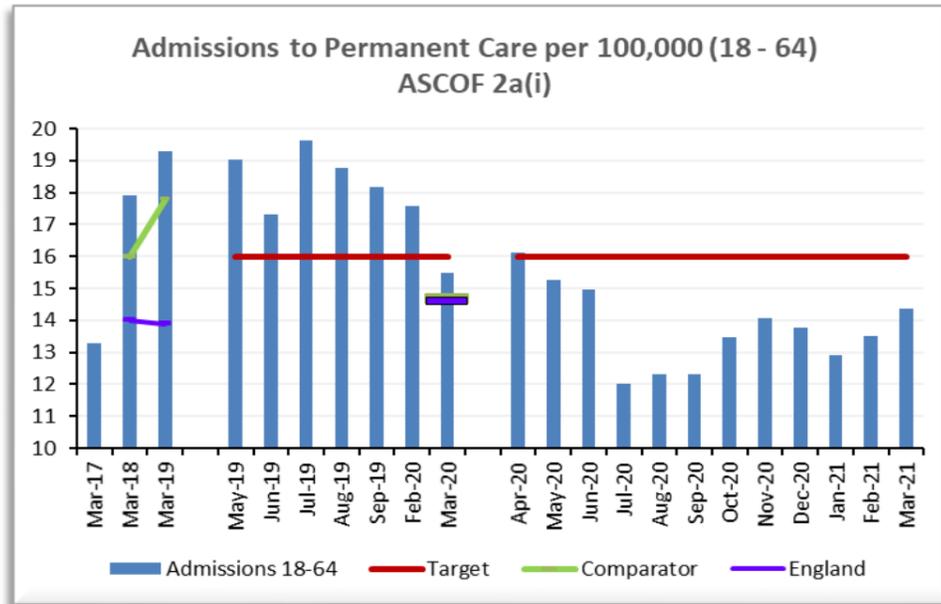
Priority: Prevent, reduce or delay the need for care

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)

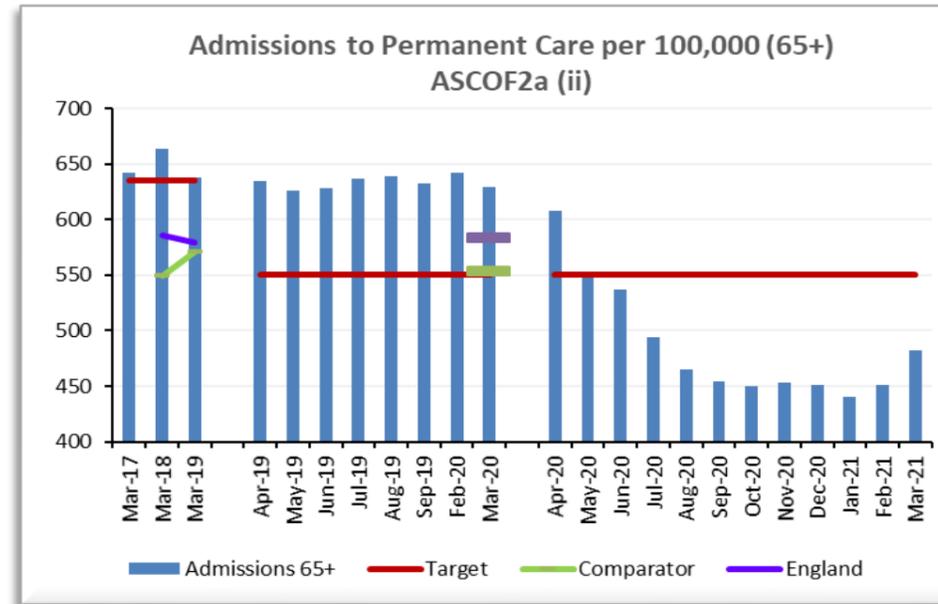
Analysis: This is a local measure that looks at people who have been in receipt of services for a year or more and checks that they have been reviewed in that period. The target is 95%.

Performance at the end of 2020-21 was 85.8%. Although this has dipped to lower levels during the year, this is now back to the level reported for 2019-20. Performance across different services varies with the area social work teams being on target. Mental health and learning disability teams are below target and rated as red but action plans are in operation and performance is steadily improving. During the year, in addition to the usual process of annual reviews social workers have also been involved in reviewing people who have been funded via Covid special grants and carrying out a significant number of welfare checks for people living alone to check they have been supported throughout the pandemic. Work is being undertaken where possible to tackle this jointly but it will impact on performance in some cases.

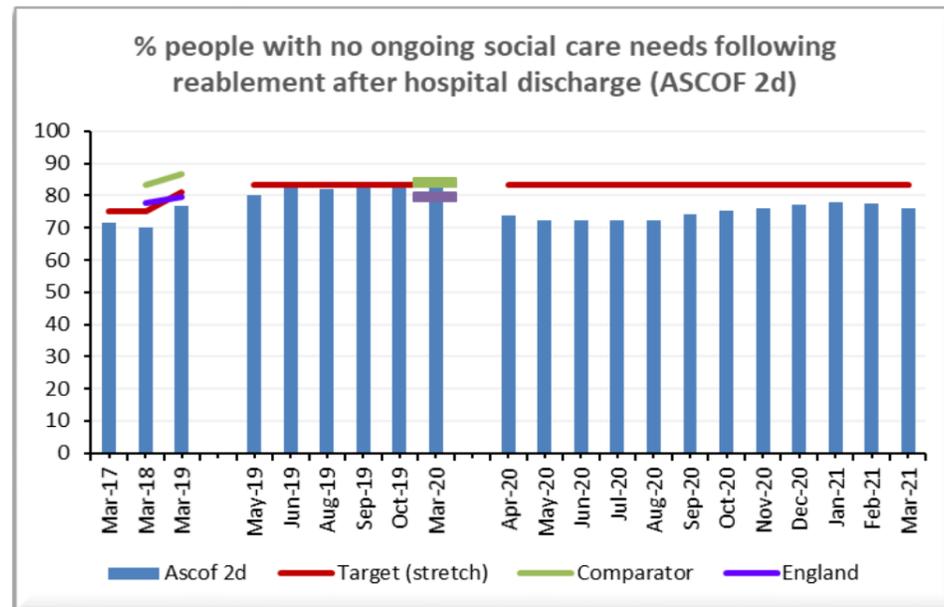
ASCOF 2a(1)



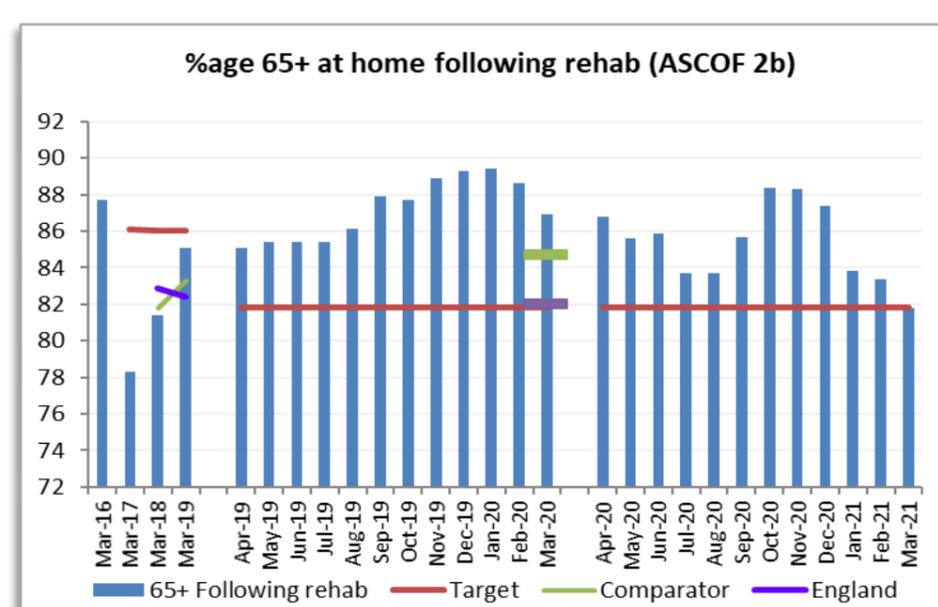
ASCOF 2a(2)



ASCOF 2d



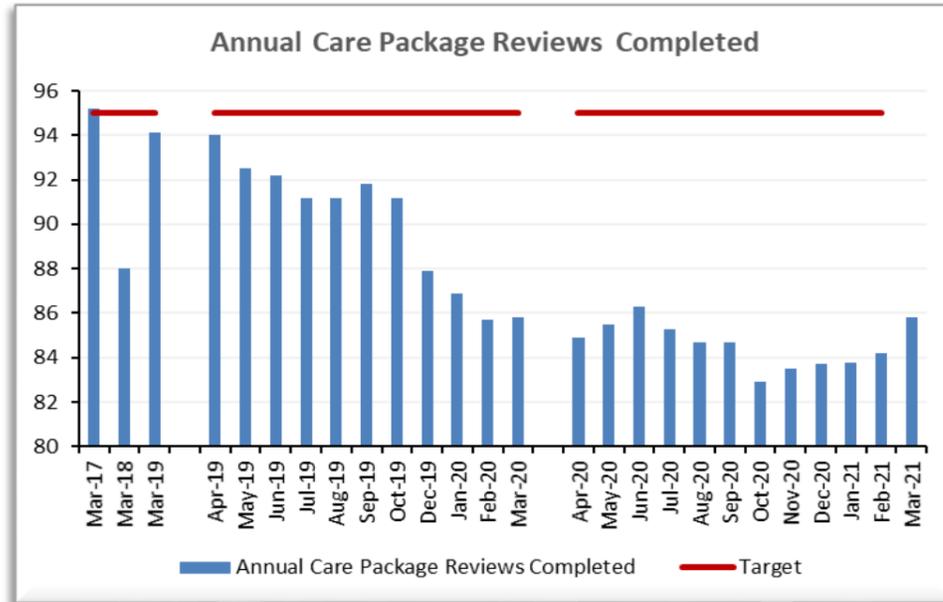
ASCOF 2b



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

Please Note: Where there is a gap in reporting this is due to the move from Frameworki to LAS, when reporting was being re-established.

Annual Reviews Completed



Please Note: Where there is a gap in reporting this is due to the move from Frameworki to LAS, when reporting was being re-established.

Adult Social Care Workforce Data- Year End 2020/21 (Comparison with 2019/20)

FTE - SNAPSHOT as at 31st March

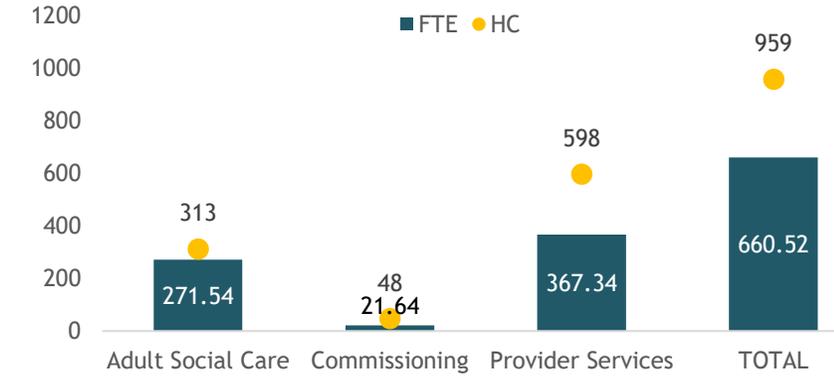
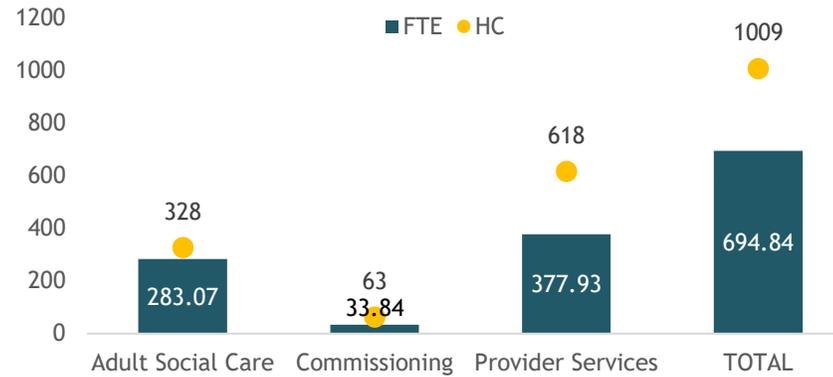
- Provider Services includes 96 workers in Relief Pool (zero FTE)

Headcount reduction can be attributed to:

- Adult Social Care - Care Contribution Assessment Team (14 HC) moved to Finance
- Commissioning - Brokerage (13 HC) moved to Finance
- Provider Services - Day Services and Home Care/Reablement restructure

	31/03/2020	
	Headcount (HC)	FTE
Adult Social Care	328	283.07
Commissioning	63	33.84
Provider Services	618	377.93
TOTAL	1009	694.84

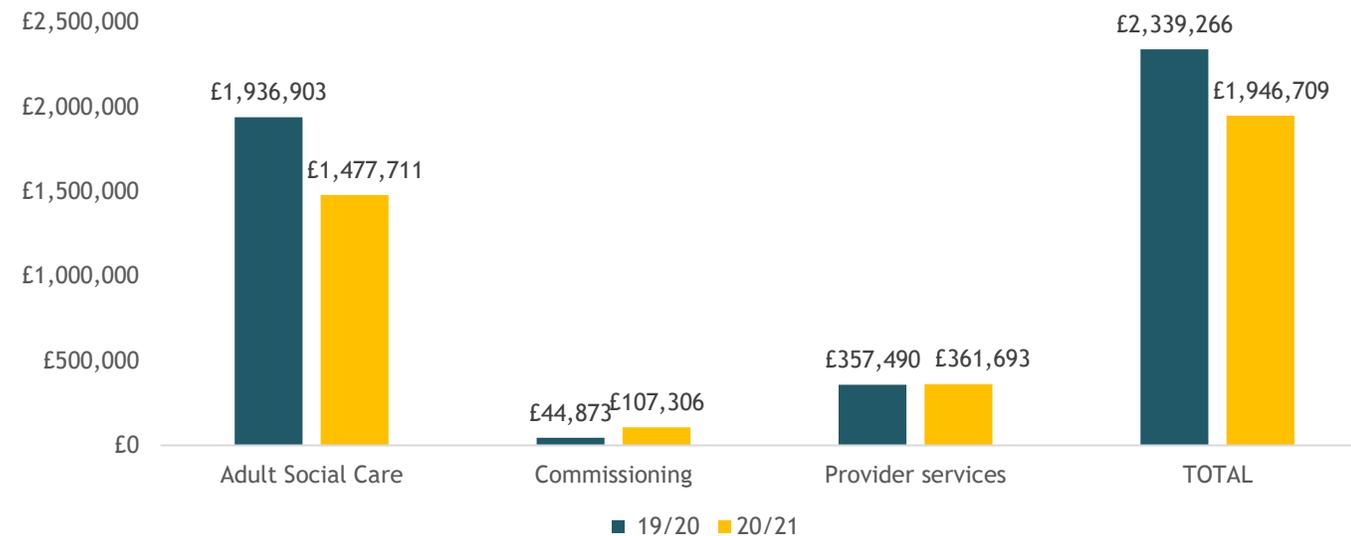
	31/03/2021	
	Headcount (HC)	FTE
Adult Social Care	313	271.54
Commissioning	48	21.64
Provider Services	598	367.34
TOTAL	959	660.52



AGENCY SPEND - FULL YEAR

	19/20	20/21
Adult Social Care	£1,936,903	£1,477,711
Commissioning	£44,873	£107,306
Provider services	£357,490	£361,693
TOTAL	£2,339,266	£1,946,709

- The reduction in spend within Adult Social Care is due to £400K less spend on Qualified Social Workers.
- The increased spend for Commissioning was put in place to provide further capacity within Commissioning and service transformation



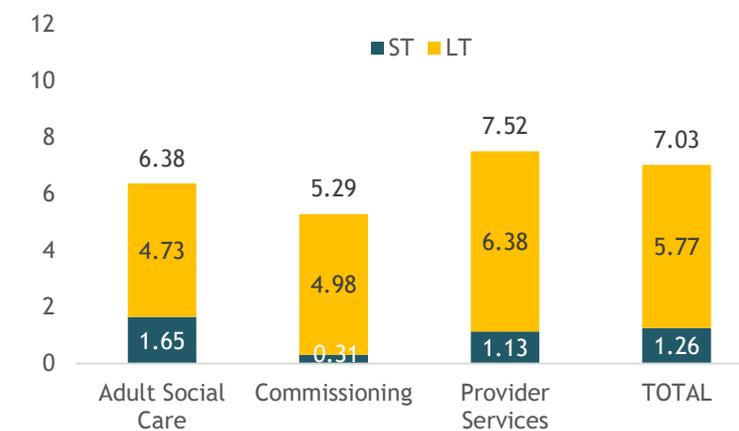
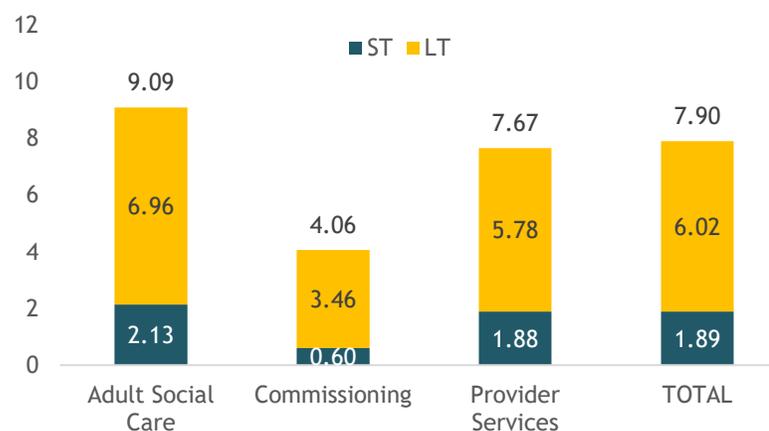
Adult Social Care Workforce Data- Year End 2020/21 (Comparison with 2019/20)

SICKNESS - FULL YEAR

- The average number of days per employee in 2020/21 was 7.03, compared to 7.9 in 2019/20.
- There has been a reduction in short term sickness (lasting 21 days or less) during 2020/21; 411 episodes compared to 705 in the previous year. Over half of these episodes lasted 3 days or less.
- The number of long-term episodes (lasting over 21 days) has also reduced; 141 compared to 160 in the previous year. However, on average the episodes have lasted 13 days longer.
- The top 3 reasons for sickness in 2020/21 were Stress (23% of all days) Musculoskeletal (17%) and Psychological (17%). Most of the musculoskeletal absence is within Provider Services.
- Figures do not include Covid-19 absence this is recorded as paid leave.

	19/20		
	Short Term	Long Term	Average Days
Adult Social Care	2.13	6.96	9.09
Commissioning	0.60	3.46	4.06
Provider Services	1.88	5.78	7.67
TOTAL	1.89	6.02	7.90

	20/21		
	Short Term	Long Term	Average Days
Adult Social Care	1.65	4.73	6.38
Commissioning	0.31	4.98	5.29
Provider Services	1.13	6.38	7.52
TOTAL	1.26	5.77	7.03



TURNOVER - FULL YEAR

	19/20 %		20/21 %	
	Turnover	Voluntary Resignation	Turnover	Voluntary Resignation
Adult Social Care	14.94%	11.28%	13.10%	9.58%
Commissioning	3.17%	1.59%	2.08%	2.08%
Provider Services	10.03%	4.05%	11.71%	6.52%
TOTAL	11.20%	6.24%	11.68%	7.30%

- There were similar numbers of leavers in both years (112 in 2020/21 and 113 in 2019/20).
- However, the number of resignations were higher in 2020/21 at 70 employees compared to 63 in 2019/20
- There have been 26 redundancies in 2020/21, the majority as a result of the restructure of Provider Home Care into Reablement. This compares to 34 in 2019/20, the majority of which were in Provider Day Services.
- There have been 6 retirements in 2020/21, compared to 3 in the previous year.

Adult Care and Well Being Overview and Scrutiny Panel

Page 39

8 July 2021

Year End Position 2020/21
Financial Update

2020/21 Year End Financial Position – Adult Services

	2020/21					2019/20
Service	Gross Budget	Net Budget	Actual	Variance	Variance	Variance
	£000	£000	£000	£000	%	£000
Adults Commissioning Unit	12,621	689	831	142	20.6%	(284)
Learning Disabilities	70,573	61,111	62,404	1,293	2.1%	(1,828)
Mental Health	22,342	17,048	17,286	238	1.4%	469
Older People	97,381	62,682	59,937	(2,745)	-4.4%	4,921
Physical Disabilities	18,568	15,721	14,465	(1,255)	-8.0%	(409)
Support Services incl Grants and BCF	(660)	(26,388)	(24,662)	1,727	-6.5%	(1,226)
Adult Provider Services	13,958	9,112	9,382	269	3.0%	(575)
TOTAL	234,783	139,975	139,643	(332)	-0.2%	1,068

Further details can be found in the Resources report at [Agenda for Cabinet on Thursday, 24th June, 2021](#)

Key Headlines – Adults Year End 2020/21

- £0.3m underspend compared with £1m overspend in 2019/20
- Improved position from Quarter 3
- Ongoing implementation of transformational change via the People Services “Three Pillar” Strategy to support ongoing efficiencies and demand management
- The most significant variances from budget are:
 - Underspend in Older People services which includes Liberty Protection Safeguards growth no longer required in 2020/21 following national regulation changes and reductions in the number of residential and nursing placements from what was estimated when the budget was set pre COVID-19
 - Underspend in Physical Disability services as a result of lower than budgeted number of people receiving services
 - Increased placement costs for Learning Disability and Mental Health services
 - Overspend on support services due to exit costs, transformation costs and allocation of grant to provider services
 - Overspend on Provider Services due to agency and overtime costs and under-achievement of Homecare income

Key Elements of Success via the People Strategy

- Person Centred Approach
 - Development of the Integrated Wellbeing Offer via H2H supporting the prevention and advice offer
 - Strengths Based approach to support independence
- Shaping Services
 - Introduction of Community Reablement Service to reduce reliance on residential and nursing care placements
 - Focus on “Home First” model
- Shaping an Effective Market
 - Consultation on fee uplifts
 - Increased use of direct payments and reduction in amounts held in contingency by clients

Looking Forwards

- Continuation and development of the 3 year strategy
- Understanding the ongoing implications of the pandemic
- Implementation of revised pathways of care in conjunction with CCG and the health sector including increased focus on reablement
- All Age Disability Strategy
- Market management including shaping the market for our future needs
- Demand management including prevention and home first strategies

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 8 JULY 2021

UPDATE ON CUSTOMER FEEDBACK

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on the Council's feedback from national surveys of adult social care service users and carers.
2. This area was added to the Panel's work programme during the Panel's induction following the County Council elections.
3. The Director of People and the Cabinet Member with Responsibility for Adult Social Care, have been invited to the meeting.

Background

4. All Councils with Adult Social Services Responsibilities (CASSRs) in England are required to carry out an annual postal survey of people they provide services to and a biennial survey of carers. The Management Information and Analytics (MIA) Team co-ordinate these surveys on behalf of the People Directorate in Worcestershire. Data collected is submitted to NHS Digital and is used to populate several measures in the Adult Social Care Outcomes Framework (ASCOF). NHS Digital provide clear guidance on the survey process and associated timelines which includes letter templates and standard questions which all local authorities are required to use and this provides assurance that the survey results from different CASSRs and regions are comparable.
5. Anyone taking part in the surveys is guaranteed that their responses will be kept confidential and not seen by staff involved in the provision of their care. Social workers are asked to encourage people to take part but must not support them to fill in the forms. A telephone helpline is run by the MIA team to offer support if required. The only situation where a person would be contacted is if they indicate they are unsafe. This is explained to all participants at the start of the survey and is contact is co-ordinated with the Adult Safeguarding Team.
6. Due to the additional pressures of coronavirus (COVID-19) the carers survey which was due to take place in 2020-21 was postponed nationally by one full year. The survey will now take place in Autumn 2021 and will then continue to be run biennially so the next round after this will be in 2023-24. For the same reason the survey of service users was made non-mandatory in 2020-21 and in Worcestershire it was decided that it was not appropriate to run the survey. The next of these surveys will be run in January 2022. Results from both surveys will be available in March 2022 with benchmarking data published in Autumn 2022.

7. This section looks at the latest results on the ASCOF measures taken from the Adult Social Care users survey, using the latest data from 2019-20.

ASCOF measures from Adult Social Care survey 2019-20 – <u>service users</u>	2019/20		
	WCC	Comparators	England
(1A) Social Care – related quality of life	19.4	19.9	19.1
(1B) The proportion of people who use services who feel they have control over their daily Life	80.9	78.2	77.3
(3A) Overall satisfaction of people who use service with their care and support	69.0	65.8	64.2
(3D) The proportion of people who use services who find it easy to find information about services	70.8	67.4	68.4
(4A) The proportion of people who use services who feel safe	71.3	70.8	70.2
(4B) The proportion of people who use services who say that those services have made them feel safe and secure	92.9	88.3	86.8

8. Data is shown for Worcestershire alongside authorities in comparator groups (as specified by CIPFA, 15 other local authorities including Warwickshire, Staffordshire and Gloucestershire amongst others).

10. In 2019-20 Worcestershire's results were above average on all measures both within the comparator group and nationally, with the exception of 1a – social care-related quality of life. This measure gives an overarching view of the quality of life of users of social care. It is a composite measure using responses to questions covering the 8 domains of the Adult Social Care Outcomes Toolkit (ASCOT) developed by the Personal Social Services Research Unit (PSSRU). Relevant questions on how a person feels their needs are met in terms of control over daily life, personal care, food and nutrition, accommodation, safety, social participation, occupation and dignity form the answer. This is based on the number who said their needs were met or partially met in these areas as a proportion of those who answered these questions. Worcestershire's performance on this measure is 19.4 – compared with 19.9 for comparators and 19.1 nationally.

11. This section looks at the latest results on the ASCOF measures taken from the Adult Social Care carers survey, using the latest data from 2018-19. It would be preferential to have more up-to-date views from carers but for the reasons given above this is not possible – 2018-19 is the latest data available:

ASCOF measures from Adult Social Care survey 2018-19 – <u>carers</u>	2018-19		
	WCC	Comparators	England
1D Carer-reported quality of life score	7.3	7.4	7.5
1I2 The proportion of carers who reported that they had as much social contact as they would like	28.7	30.3	31.2
3B Overall satisfaction of carers with social services	39.2	37.0	38.5
3C The proportion of carers who report that they have been included or consulted in discussion about the person they care for	66.7	68.9	69.5
3D2 The proportion of carers who find it easy to find information about support	62.1	61.7	62.6

12. Across the board, locally, nationally and within Worcestershire’s comparator group, results are lower for carers than service users. Worcestershire performance is in line with, or just below others across these metrics. However, on 3b overall satisfaction of carers with social services performance is above average.

13. In addition to the national postal survey of service users and the carers one which are being run this year, Worcestershire has signed up to take part in a pilot online carers survey to help test developing the surveys in an electronic format. Currently the processes are labour intensive for the Council and those taking part. The pilot will be run totally independently of the national survey and whilst results will help inform developing new survey methodology for all local authorities and provide more data locally, it will not form part of the ASCOF metrics.

Purpose of the meeting

14. 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/s

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

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 8 JULY 2021

WORK PROGRAMME 2021/22

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 2021/22 Work Programme has been developed by taking into account issues still to be completed from 2020/21, 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 will be discussed by the Overview and Scrutiny Performance Board (OSPB) on 21 July 2021 and agreed by Council on 9 September 2021.

Dates of 2021 Meetings

- 29 September at 2pm
- 15 November at 2pm

Purpose of the Meeting

6. The Panel is asked to:
 - Consider the 2020/21 Work Programme (attached at Appendix 1) and agree whether it would like to make any amendments in preparation for the OSPB's review of the overall scrutiny work programme on 21 July 2021.
 - 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

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: 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 Council on 10 September 2020](#)
- [Agenda and Minutes of OSPB on 22 July 2020](#)

jAdult Care and Well Being Overview and Scrutiny Work Programme (September 2020 - September 2021)

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes / Follow-up Action
8 Jul 2021	Dementia Centres		Suggested at 18 November 2020 meeting
8 Jul 2021	Strengths Based Approach to Social Work	14 March 2019	Suggested during Panel induction
8 Jul 2021	Update on Customer Feedback		Requested during Panel induction
8 Jul 2021	Performance (Q4 January to March 2021) and In-Year Budget Monitoring	March 2021	Standard Update for Scrutiny Panels and HOSC
29 Sep 2021	Supported Living Market Position Statement	18 November 2020	Requested at meeting of 18 November 2020
29 Sep 2021	Care Work as a Career Scrutiny Report – Update on progress against recommendations	6 January 2021	Suggested at 6 January 2021 OSPB
29 Sep 2021	Performance (Q1 April to June 2021) and In-Year Budget Monitoring		
15 Nov 2021	Performance (Q2 July to September 2021) and In-Year Budget Monitoring		
Between 30 Sep 2020 and 30 Sep 2021	Date TBC - The Council's Adult Services Respite Offer		Suggested at 11 June 2020 meeting
Between 30 Sep 2020 and 30 Sep	Date TBC - The Council's approach when self-funders in residential care homes run out		Suggested at November 2019 OSPB meeting

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes / Follow-up Action
2021	of funds		
Between 30 Sep 2020 and 30 Sep 2021	Date TBC - All Age Refresh of the Carers Strategy	15 September 2019	
Between 30 Sep 2020 and 30 Sep 2021	Date TBC - Update on People and Communities Strategy and Workstreams	15 March 2021	Added at 15 March 2021 Meeting
Between 30 Sep 2020 and 30 Sep 2021	Date TBC - Update on Review of Funding Arrangements between the Council and the H&W CCG	15 March 2021	Added at the 15 March 2021 meeting
Between 30 Sep 2020 and 30 Sep 2021	Date TBC - All Age Disability Strategy		Joint session with the Children and Families Overview and Scrutiny Panel Suggested at September 2020 Agenda planning meeting
Between 30 Sep 2020 and 30 Sep 2021	Standing Item: Safeguarding Adults Annual Update	28 January 2021	Annual update on Worcestershire Safeguarding Adults Board Annual Report
Between 30 Sep 2020 and 30 Sep 2021	Standing Item: Performance and In-Year Budget Monitoring		