

# Agenda

## Adult Care and Well Being Overview and Scrutiny Panel

**Monday, 22 May 2023, 2.00 pm**

**Council Chamber, County Hall, Worcester**

All County Councillors are invited to attend and participate

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](mailto: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 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, 22 May 2023, 2.00 pm, County Hall, Worcester**

### **Membership**

#### **Councillors:**

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

### **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 Democratic Governance and Scrutiny Manager in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 19 May 2023). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.	
4	<b>Confirmation of the Minutes of the Previous Meeting</b> Previously circulated	
5	<b>Independence Focussed Domiciliary Care in Worcestershire</b> (Indicative timing: 2:05 – 2:55pm)	1 - 8
6	<b>The Council's Replacement Care Offer</b> (Indicative timing: 2:55 – 3:45pm)	9 - 14
7	<b>Work Programme</b> (Indicative timing: 3:45 – 3:55pm)	15 - 18

### **NOTES**

#### **Webcasting**

Members of the Panel are reminded that meetings of the Adult Care and Wellbeing Overview and Scrutiny Panel are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

Agenda produced and published by the Assistant Director for Legal and Governance Legal, 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](#)

Date of Issue: Friday, 12 May 2023

This page is intentionally left blank

## **ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 22 MAY 2023**

### **INDEPENDENCE FOCUSED DOMICILIARY CARE IN WORCESTERSHIRE**

---

#### **Summary**

1. The Panel will receive an update on independence focused domiciliary care (care at home), which is part of its Work Programme.
2. The Cabinet Member with Responsibility for Adult Social Care and the Strategic Director of People have been invited to the meeting to update the Panel on developments relating to the commissioning, early stages implementation and future plans for the Independence Focussed Domiciliary Care (IFDC) approach in Worcestershire.

#### **Background**

3. In April 2023, the Council purchased approximately 39,000 hours per week of domiciliary care for 2471 people from 142 domiciliary care providers.
4. The Council purchases around half of all domiciliary care hours from the domiciliary care market in Worcestershire. 27 providers delivered 51% of the commissioned hours of care and no provider had greater than 3% of market share. All packages of care are sourced via the Council's Brokerage Team.
5. For homecare for those aged 65+ in 2022/3, the general homecare demand is broadly flat, which indicates an overall reduction in demand or zero increase for 2023. The number of hours of care for people continues to increase from an average of 12 hours per person 3 years ago to an average of 15 hours per person currently, reflecting the needs of individuals requiring the care.
6. The price at which the Council buys domiciliary care in 2023/24 ranges from £20.64 to £25.02 per hour. There are additional payments for bank holidays and for travelling to some rural areas.
7. There are 4800 people working in the Domiciliary Care sector in Worcestershire, and 4100 of those are directly involved with delivering direct care to individuals.

## Independent Focussed Domiciliary Care Tender

8. Traditionally, homecare has been purchased on a time and task basis i.e. a carer will arrive as close to a time as possible and deliver a number of tasks for an individual to support them in their home. In 2020, the Council approved a move away from this approach to one which focussed on delivering outcomes and supporting people to maintain, or recover, activities of daily living. The first step of this process is to commission providers with whom the Council will work with on a long-term basis to deliver the change in approach. Independence Focussed Domiciliary Care (IFDC) providers are fundamental in achieving this step change.
9. The Council chose to take an approach in which there are 10 zones across Worcestershire (see map attached at Appendix 1). Each of the zones will have a single lead provider and two secondary providers. The lead provider will deliver 60% of the work and the secondary providers, 20% each. Broadly the zones have a similar number of hours of care being delivered within them. The primary and secondary providers are required to take on new work from the start of the contract, leaving legacy care packages with existing providers and it is predicted the full value of the contract will not be realised until year 2 (2024/25)
10. The approach and length of time to commission the providers is shown below;

Process	Timescale
Advertise Tender Stage 1 Selection Process	March 2021
Receipt of completed Stage 1 submissions	April 2021
Advertise Tender Stage 2	June 2021
Receipt of completed Stage 2 submission	July 2021
Evaluation of Stage 2	July-November 2021
Tender outcome announced & Standstill	November 2021 – March 2022 (in stages)
Contracts signed	April - September 2022

11. The Council offered contracts of 5 years plus a potential 2 further years. The value of the contract is over this period is approximately £219 million.
12. Following the conclusion of the tender, contracts were awarded to 8 care providers who would be primary providers in 7 zones and secondary providers in 15 zones. There remained 3 primary and 5 secondary zones to fulfil, primarily in Malvern Hills and Wychavon. The reasons for the unfilled zones were partly due to the price offered to the providers and the fact that a provider, who had been selected as part of the procurement process then chose not to sign the contract.
13. In April 2023, an additional tender was published for the zones without IFDC providers with a closing date of May 2023. A significant number of providers have submitted bids which are due to be assessed during May 2023, with primary and secondary providers identified and confirmed in June 2023 and contracts awarded in July 2023.

## **Implementing the Independence Focussed Domiciliary Care approach**

14. The period from September 2022 until the IFDC service was launched on 3 January 2023 allowed providers preparation time, as the expectation placed on providers was that they would deliver care to all new people (those people who had not received any domiciliary care previously) from that date forward. This approach was agreed so as not to destabilise the market. The Council was aware of IFDC providers who had recruited either from traditional routes (i.e. local adverts, word of mouth, online job boards etc) or from abroad or via a recruitment and training trial involving the Council/Department of Work and Pensions/Heart of Worcestershire College.
15. The Council is continuing to work with the IFDC providers to further understand any ongoing barriers to delivering care to people and recruitment and retention of staff is still the most pressing issue for care providers. The Council has played a role in supporting the creation of a new course and training material for people who attend Heart of Worcestershire College, and the offer also includes a training suite based in Worcester City. This will be launched in May 2023.
16. Between January and April 2023, the IFDC providers have delivered 39% of all the Domiciliary Care to new people in the zones with full provider coverage.
17. There are already some early benefits of the approach, these include:
  - a. Providers working collaboratively to deal with issues that arise from unforeseen staffing issues. In one example, two providers worked together to ensure a seamless care was delivered when one of the care providers had staff recruited by a health provider.
  - b. One provider has approached the Council to support their development of a falls service within their service and also to ask the Council to support their use of e-bikes to ensure carers were able to complete their care calls more easily. Having a car is a potential barrier to some carers wanting to enter the care sector. which this approach helps to overcome.
  - c. Support in developing the training offer for new staff as offered by the Heart of Worcestershire college.
  - d. Providers developing widening their recruitment practice to include active international recruitment.
18. The Council will co-produce the IFDC approach within the boundaries put in place by the Council's contract and specification with the care providers and people who receive the service. Some of the broad themes to be considered in developing the IFDC approach are detailed below. The IFDC providers identified as part of the second tender will be included within this programme once contracts have been signed.

## **Developing the Delivery of IFDC**

### Outcomes

19. Adult Social Care and Public Health teams will work with providers to identify methods by which outcomes can be better measured for individuals and provide an evidence base of interventions which will support people to maintain their independence for as long as possible. Implementing this approach will require

provider staff to embrace a reablement approach i.e., encouraging people to make best use of their abilities. The aspiration is to enable people to achieve greater independence although for some maintaining their independence will be a significant achievement.

#### Time and task approach

20. To deliver outcomes the 'time and task' approach to the delivery of care will be reviewed. 'Time and task' is the recognised way of commissioning and delivering homecare as it involves the person requesting the care, often a social worker, identifying what tasks need completing and at which parts of the day or specific times. In delivering outcomes, social workers will need to identify the outcomes people want to achieve as part of the overall care plan and then a three-way conversation will be required between the provider, the social worker and most importantly the person, to identify how the outcomes will be achieved. Flexibility for both the individual receiving care and the care provider will be a component part in supporting people to achieve their outcomes, and this may also require the providers to become trusted assessors. Many providers already deliver care in this way for people who are funding their own care. Time critical care calls i.e., calls which include medication administration will be delivered based on the requirements of the individual and medication administration.

#### Informal Carers

21. Worcestershire Association of Carers (WAC) have already agreed to offer training to the IFDC care providers, and this programme will be developed to ensure provider staff are fully 'carer aware' and that there are direct links between each IFDC provider and WAC. The aim is to ensure that all carers supporting people at home are identified and offered the support available to them.

#### Mental Health training

22. It was identified by Public Health through the Joint Strategic Needs Assessment (JSNA) for Mental Health (MH) that there is a skills gap for providers with regards to understanding and working with people with MH conditions. Commissioners are exploring with Public Health colleagues how this funding can be used to the benefit of providers delivering care.

#### Partnership working with the Council's Reablement Service

23. The IFDC providers will work closely with Reablement Service to facilitate even quicker discharges from hospital and from the Reablement Service itself. By working closely with the Reablement Service, the persons reablement activities can be further built on, delivering even better outcomes for people in receipt of the IFDC service. By building on the knowledge gained of the individual by the reablement service the care delivered will be as seamless as possible. The Reablement team will also support the IFDC providers by helping to share knowledge, skills and behaviours required to deliver a reablement approach, and this will be achieved through a mix of formal and informal training and on the job mentoring and support.

#### Working with providers to reduce costs

24. Care workers travelling from call to the call is a significant cost to provider and travel time also impacts on the capacity for care staff to deliver hands on care. East Midlands Association of Directors of Adult Social Services (ADASS) surveyed care staff in 2020 and identified that frequently asking staff to travel



more than 6 miles between calls could result in people leaving the care provider. The Council will work with providers to support the delivery of even more efficient care rounds but noting people who receive the care will be consulted should this potentially require a change in care provider. This aim is to reduce the time spent travelling from call to call thereby increasing capacity by maximising the delivery of hands-on care.

#### Payments

25. Providers currently receive a payment based on the completion of the care they have delivered. Providers confirm work delivered via the Council's provider portal although 90% of care hours do not change from week to week. The Council may wish to engage with providers to review the way in which they are paid. The aim is to reduce some of the bureaucracy for providers and the Council but also engage with providers to support them in offering improved terms and conditions to care workers helping to recruit and retain the workforce.

### **The Way Forward**

26. The Council will, in 2023, complete the process by which IFDC providers are contracted to deliver the care and continue to work with the providers to develop the IFDC approach with a focus on delivering outcomes for people to support them in remaining independent for as long as is possible.
27. The process of change in approach will require considerable engagement and support from the Council and IFDC care providers, and ongoing co-production with people to help design the approach to achieve full implementation of potential benefits. The change will support the Council's Plan for Worcestershire by supporting people to live *"healthily and independently in their own homes for longer and supporting preventative measures to reduce incidents which require NHS or other care services"*

### **Equality and Diversity Implications**

28. A joint impact assessment (JIA) screening has been completed which identified that a full impact analysis was required relating to a full Equality and Public Health, Data Protection Impact Assessment.

### **Purpose of the Meeting**

29. The Panel is asked to:
- consider and comment on the information provided within this report; and
  - determine whether any further information or scrutiny on a particular topic is required.

### **Supporting Information**

Appendix 1 – map to show example of Domiciliary Care zones

### **Contact Points**

Rebecca Wassell, Assistant Director Commissioning,

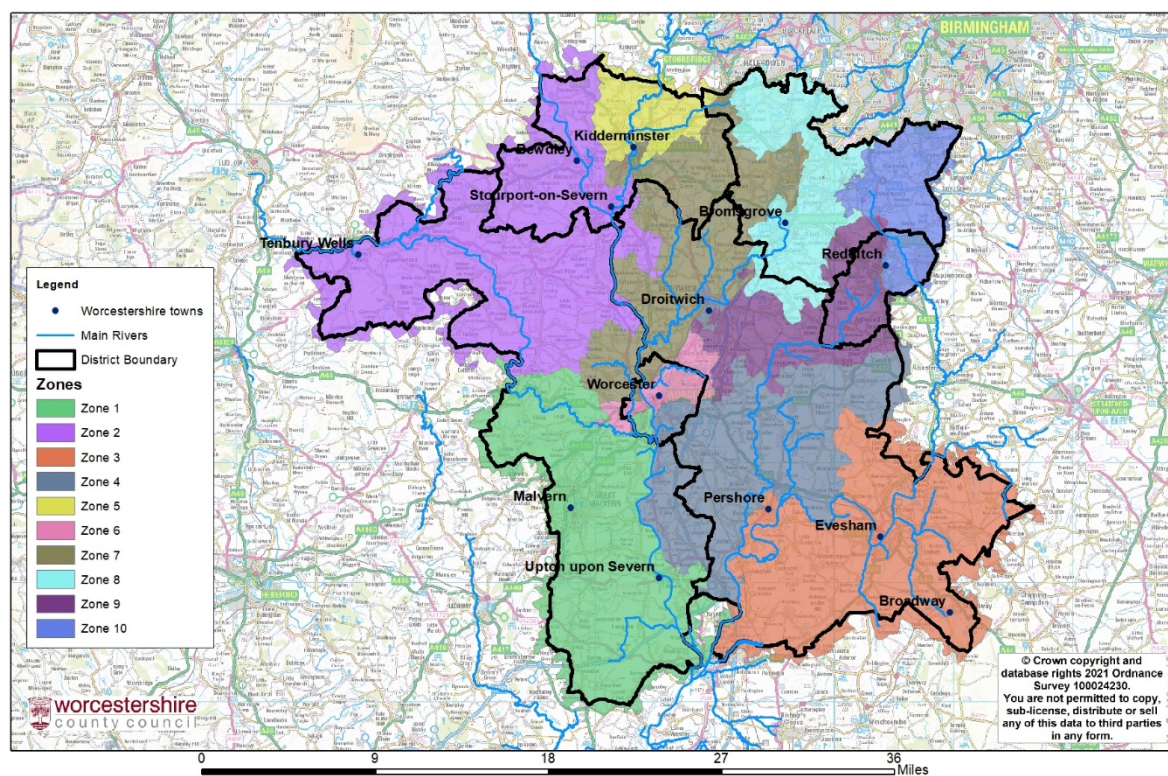
Email: [rwassell@worcestershire.gov.uk](mailto:rwassell@worcestershire.gov.uk)

Steven Medley. Lead Commissioner  
Email: [smedley@worcestershire.gov.uk](mailto:smedley@worcestershire.gov.uk)  
Tel: 01905 843601

### **Background Papers**

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

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



Map showing example of Dom Care Zones with similar number of planned hours in each

Produced by the R&I Unit, October 2021

MR

The map shows the 6 local authority districts within Worcestershire, with the boundaries marked by a dense black line. The local authority districts are as follows: Worcester City, Malvern Hills, Wychavon, Bromsgrove, Redditch, Wyre Forest. The coloured zones, labelled 1 to 10 in the key that accompanies the map show how the county has been divided for the purposes of delivering the new contract, with each zone receiving care delivered by one primary and two secondary providers, working together.

Zone 1 which is coloured green and encompass is Malvern and Upton Upon Severn and stretches from the Southwest point of Worcestershire to mid Worcestershire and follows the Worcestershire and Herefordshire border.

Zone 2 which is coloured purple encompasses Tenbury Wells, Bewdley and Stourport on Severn and covers Midwest Worcestershire to the Northwest points of Worcestershire.

Zone 3 which is coloured orange encompasses Evesham and Broadway covers the southernmost part of Worcestershire and adjoining the border with Warwickshire and Gloucestershire.

Zone 4 which is grey in colour and encompass is the area in between Pershore and South of Worcester city and follows the River Severn and across to the border with Warwickshire.

Zone 5 which is yellow in colour covers an area north of Kidderminster bordering onto the Staffordshire and Birmingham conurbation.

Zone 6 which is pink in colour encompasses Worcester City and some of the surrounding villages.

Zone 7 which is brown in colour covers an area North of Worcester City to the North of Bromsgrove it also covers an area within Droitwich.

Zone 8 which is light blue in colour encompasses Bromsgrove and stretches through to the edge of Worcestershire bordering onto the Birmingham conurbation.

Zone 9 which is purple in colour covers areas east of Worcester City through to Redditch and borders onto Warwickshire.

zone 10 which is blue in colour covers Redditch and areas bordering both Warwickshire and the Birmingham conurbation.

## **ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 22 MAY 2023**

### **THE COUNCIL'S REPLACEMENT CARE OFFER**

---

#### **Summary**

1. The Adult Care and Well Being Overview and Scrutiny Panel (the Panel) will receive an update on Replacement Care (previously known as respite care) which is part of the Work Programme.
2. The Cabinet Member with Responsibility for Adult Social Care and the Strategic Director of People have been invited to the meeting to update the Panel on developments relating to the Council's offer for replacement care and to respond to any questions the Panel may have.

#### **Background**

3. Replacement care is the support provided to an individual due to a family carer having a break from their usual caring role. It was previously known as "respite" from caring or "short breaks" for carers. The change in terminology is in line with the Care Act 2014.
4. Replacement care supports family carers to fulfil their caring commitments without putting themselves under unnecessary pressure or stress, and usually involves overnight care for one or more nights. These can be planned breaks or short notice in emergency situations.
5. Under the Care Act, local authorities must have regard to the wellbeing principle, as it may be the case that the carer needs a break from caring responsibilities to look after their own physical/mental health and emotional wellbeing, social and economic wellbeing and to spend time with other members of the family and personal relationships. Analysis evidences the financial value of family carer support to the public purse, with family carer packages of care for Learning Disabilities for example typically costing about 50% of the average cost of support in other settings (Residential Care, Supported Living etc.)
6. Planned replacement care is identified in an individual's needs assessment and support plan for people who are eligible for Council-funded services under the Care Act. The support plan sets out the number of nights of replacement care required for that individual per year, which can then be taken at times which are best suited to the individual and their carer/s, in arrangement with the care provider. For example, an individual may choose to have replacement care one weekend per month, or alternatively a longer break/holiday could be planned, or a combination of these.

7. Emergency replacement care is also offered, where for example a family carer may need to go into hospital at short notice, or in some cases where needs of an individual have escalated to a point where family carer support is no longer sustainable in the long-term and where replacement care is offered pending longer-term plans being put in place.
8. To meet Care Act-eligible needs, the Council has two main types of replacement care offer which are an offer for Older People and an offer for adults with Learning Disabilities. The future direction of both these is set out in the later sections of this report.
9. There is also a limited requirement for replacement care for other service user groups, specifically Mental Health and Physical Disabilities, which is met by the use of existing provision (for example the Council's in-house provision) or spot-purchased if required.

### **Older People Replacement Care Offer**

10. Historically, there were 5 ways that the community could access replacement care funded by the Council:
  - Block Beds provision for low and medium level residential needs including dementia with a specification agreed with operational colleagues to ensure full utilisation
  - Domiciliary care which is purchased in addition to the domiciliary care package already commissioned and is separately chargeable
  - Spot purchased beds for specific location requests
  - Spot purchased beds covering emergencies, unplanned short notice care
  - Spot purchased beds when a block bed not available.
11. A block contract for 9 bed spaces was in place with a Provider across 8 homes within Worcestershire for people to access replacement care in residential homes for older people. Replacement nursing care is currently organised by the brokerage team on a spot purchase basis.
12. A review of the block contract was undertaken prior to its natural end date to determine commissioning solutions and recommendations and a report was presented to the People Directorate Leadership Team (PDLT) on 22 November 2022. The block contract was found to be under-utilised and the Council was therefore paying for unused bed spaces all year around. In addition, the block was not meeting all the demand at peak times (popular times of the year when people want to access respite). This resulted in a block that was underutilised most of the year, however at peak times not able to meet the demand or offer choice or was found to not be able to accept people who had a higher level of care needs. This resulted in the brokerage team sourcing spot purchase replacement care from providers not within the block arrangement and therefore effectively double-funding the service.
13. A decision was made via the People Directorate Leadership Team (PDLT) to approve to commission Replacement Care Bed Services procured via a Framework/Dynamic Purchasing System (DPS) arrangement as this would remove the under-utilisation costs of a block and enable best value and flexibility

to meet demand, give choice and meet needs. The Framework has set rates for placements that Providers agree to as part of being on the Framework. It has included the ability to accept emergency placements and those with higher level needs.

14. Providers were invited to tender for a place on the Replacement Care Bed Service Framework and the evaluation has been completed. In line with procurement requirements the framework award is in progress. The Framework has the flexibility to be opened for additional providers to become part of it as required based on review of the current framework activity to ensure long term sustainability and ability to meet demand and needs.
15. The Replacement Care Bed Service Framework will be re-opened again shortly to encourage more providers who are able to meet higher level needs to become part of the Framework.
16. A further Framework for long term older people residential and nursing provision will be developed during 2023 and as part of this, replacement nursing care bed services will be considered and potentially included as one of the lots for Providers to tender for.

### **Learning Disability Replacement Care Offer**

17. To meet the replacement care needs of adults with Learning Disabilities, the majority of provision is commissioned on a block/fixed price basis, either from in-house (Council) providers or from external providers.
18. The Council currently commissions Learning Disability replacement care for adults with a Learning Disability in the following settings:
  - In-house provision at Worth Crescent in Stourport (10 beds) and Pershore Short Breaks unit (4 beds), provided by the Council's Adult Social Care Provider Services
  - Osborne Court in Malvern (5 beds) and Church View in Bromsgrove (9 beds) via a contract with Herefordshire and Worcestershire Health and Care NHS Trust
  - Lock Close in Redditch (5 beds) via a contract with the external provider HF Trust Ltd
19. There are approximately 190 adults with Learning Disabilities currently in receipt of planned replacement care funded by the Council, attending one of the five services listed above. The number of nights attended per year varies based on need and ranges from 16 to 140 nights per year, but the average number of nights is 46.
20. In addition, a small number of people attend different provisions, either through a "spot purchase" contract, through a direct payment, or through the Council's Shared Lives scheme (Shared Lives carers are professional carers who support adults with support needs in the carer's own family home). Most Shared Lives replacement care referrals are for people who themselves live in Shared Lives, supporting the resilience of the Shared Lives carers as well as supporting the individual to remain as independent as possible living in the community.

21. A commissioning review is currently in progress for the whole of the Council's Learning Disability replacement care offer, and is currently at the "Evaluate" stage, which involves an analysis of current and future needs. This analysis will be used to inform future service design and recommissioning options as described below.

### **Council-provided Services (Worth Crescent and Pershore Short Breaks)**

22. The Council provides two in-house bedded services for adults with Learning Disabilities as well as a small number of Mental Health clients. There is a 10 bedded service in Wyre Forest (Worth Crescent) and a 4 bedded unit in Pershore. These services provide a service for people who stay regularly to enable them to continue to live in the community. They also provide short stay emergency placements for assessment, rehabilitation, and service of last resort to enable an individual to consider next steps.
23. The Council's in-house Replacement Care offer has previously been the subject of reviews as part of wider work on Council-provided services. In July 2019, Cabinet endorsed the direction of travel and strategy for internally provided social care services, including agreement that the Council should only provide services directly where gaps in the market were identified. This strategic direction is being taken into account as part of the current commissioning review, although it should be noted that the market for Learning Disabilities replacement care is relatively limited and in-house services are currently a core part of the offer, providing services to around 85 individuals.

### **Externally Provided Services (Osborne Court, Church View, Lock Close)**

24. Osborne Court, Malvern and Church View, Bromsgrove are both provided by Herefordshire and Worcestershire Health and Care NHS Trust, as part of the overarching block contract between the Council and the Trust. The beds are used by individuals who are eligible for adult social care with higher level needs, including individuals who have behaviours which may challenge services, and some beds are also used by NHS Herefordshire and Worcestershire Integrated Care Board, for individuals who are eligible for Continuing Health Care. Approximately 70 individuals in total use the services currently. Work is ongoing with health partners to ensure that the services are used as effectively as possible and are targeted for those individuals with the highest level of need.
25. Lock Close, Redditch is a 5-bedded unit which is leased by the Council from Bournville Village Trust, with the care being provided by the charity HFT as part of a commissioned contract. The current contract is due to end on 31 March 2024 and commissioners are considering recommissioning options as part of the current review. The service continues to maintain high occupancy levels and is used by approximately 40 people.

### **Commissioning Review of Learning Disability Replacement Care**

26. Recent commissioning needs analysis work has highlighted a number of areas for development which can be summarised as follows:



- a. For general needs provision, analysis has demonstrated that the current net number of beds contracted and provided in-house is sufficient to meet both current need and future need, taking into account individuals entering adulthood who will need services and those leaving services. However, there may be a review needed of the way current provision is organised, particularly as there is evidence of lower occupancy levels in some units (see below).
- b. Occupancy levels currently vary across the block-contracted units. The target occupancy for block-contracted replacement care is 90% in order to maximise value for money. Where this is not being achieved in in-house and health services, commissioners are working with providers to review the reasons for this and how occupancy can be improved to increase the efficiency of existing services.
- c. There is currently a shortage of provision for people with complex needs and particularly individuals whose behaviour may challenge services. Options are currently being explored to address this gap, including whether in-house services could adapt to meet these needs, and the feasibility of proactive market development followed by an external commissioning exercise, which could either be on a spot-purchase or block basis.
- d. There is also some evidence that, although additional beds are not required overall, there is a need for a greater proportion of accessible beds, which can be accessed by individuals with physical support needs. This is particularly the case at Worth Crescent, where only 2 of the 10 beds are ground-floor/ wheelchair-accessible.
- e. The current block provision meets both planned and emergency replacement care needs. There is some evidence that the use of beds for emergencies is restricting the availability of beds for planned replacement care, leading in some cases to short-notice cancellations. This situation has also been exacerbated by recent staff shortages in some provisions, partly due to ongoing COVID-19 impacts, although these are being addressed and rectified by the relevant operational managers. Commissioners therefore intend to review options for emergency provision, and whether needs could be met in a different way (e.g. with dedicated beds).

27. Commissioners are working with colleagues in Operational Social Work Teams, Adult Social Care Provider Services and external partners to redevelop and recommission services to address the areas noted above. The focus will be on ensuring that current and future needs for Learning Disability Replacement Care are met in the most cost effective and appropriate way, in order to sustain family carer support arrangements and provide best outcomes for adults with Learning Disabilities in Worcestershire.

## **Equality and Diversity Implications**

28. All re-commissioning exercises are subject to the completion of appropriate Impact Assessments, including Equality Impact Assessments wherever there may be equality and diversity implications.

## **Purpose of the Meeting**

29. The Panel is asked to:

- consider and comment on the information provided on the Council's Replacement Care offer; and
- determine whether any further information or scrutiny on this topic is required.

## **Contact Points**

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

Rebecca Wassell, Assistant Director – People Commissioning  
Frances Kelsey / Alicia Wood, Lead Commissioners  
Email: [asc@worcestershire.gov.uk](mailto:asc@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 for Cabinet on 11th July 2019](#)

[Agenda for Adult Care and Well Being Overview and Scrutiny Panel on 11 July 2019](#)

All agendas and minutes are available on the Council's website here.

## **ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 22 MAY 2023**

### **WORK PROGRAMME**

---

#### **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 2023/24 Work Programme has been developed by taking into account issues still to be completed from 2022/23, the views of Overview and Scrutiny Members and other stakeholders 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 scrutiny work programme was discussed by the Overview and Scrutiny Performance Board (OSPB) on 28 April and is due to be discussed and agreed by Council on 18 May 2023.

#### **Dates of Future 2023 Meetings**

- 14 July at 10am
- 13 October at 10am
- 5 December at 10am

#### **Purpose of the Meeting**

6. The Panel is asked to consider the 2023/24 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 2023/24 (Draft)

**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:

[Agenda and Minutes for Overview and Scrutiny Performance Board on 28 April 2023](#)

[Agenda for Council on 18 May 2023](#)

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

## SCRUTINY WORK PROGRAMME 2023/24

### Adult Care and Well Being Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
22 May 2023	The Council's Adult Services Replacement Care Offer (previously known as respite)		
	Independence Focused Domiciliary Care Service in Worcestershire		Directorate Suggestion February 2022
6 July 2023 – Joint with Children and Families Overview and Scrutiny Panel	<ul style="list-style-type: none"> <li>All Age Disability (0-25) Service (ongoing Scrutiny of the transformation of the Service)</li> <li>Learning Disability Strategy</li> <li>Autism Strategy</li> <li>Carers Strategy</li> </ul>	11 January 2021 15 November 2021	
14 July 2023	Performance (Q4 January to March) and In-Year Budget Monitoring		
	Update on Better Care Fund	23 January 2023	
	The role and cost benefit of Assistive Technology in Care Planning	14 January 2022	
13 October 2023	Performance (Q1 April to June) and In-Year Budget Monitoring		
5 December 2023	Performance (Q2 July to September) and In-Year Budget Monitoring		
January 2024	Scrutiny of 2024/25 Budget		
March 2024	Performance (Q3 October to December) and In-Year Budget Monitoring		
<b>Possible Future Items</b>			

TBC	Update on The Role of Adult Social Care in Complex Hospital Patient Discharges	7 November 2022 18 July 2022	
TBC	NHS Continuing Health Care (CHC) including any funding implications		Directorate Suggestion July 2022
TBC	How the Council works with Carers		Suggested at 8 July 2021 meeting
TBC	Update on Direct Payments		Suggested at the 20 May 2022 meeting
TBC	Staff Vacancies and retention		Suggested at 28 September 2022 meeting
TBC	Liberty Protection Safeguards – awaiting national guidance on implementation		Panel member suggestion March 2022
TBC	How to access Adult Social Care		Healthwatch Worcestershire suggestion March 2023
TBC	Quality of Care Homes in Worcestershire		Healthwatch Worcestershire suggestion March 2023
TBC – requires scoping	Care market for older adults (care home and domiciliary care)		Suggested at 24 March 2023 meeting
<b>Standing Items</b>			
March	Safeguarding Adults Annual Update	28 January 2021 15 March 2022 24 March 2023	Annually
September	Compliments and Complaints for Adult Services	15 November 2021 28 September 2022	Annually
November/January	Budget Scrutiny		Annually
March/July/ September/November	Performance and In-Year Budget Monitoring		Quarterly