

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 15 MARCH 2021

UPDATE ON PEOPLE AND COMMUNITIES STRATEGY AND WORKSTREAMS

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on the Strategy for People and Communities and progress with the related streams of work.
2. Senior Officers from the Directorate of People and the Cabinet Member with Responsibility for Adult Social Care have been invited to the meeting.

Background

3. The Panel was recently briefed on the new Strategy for People and Communities which sets out the strategic direction of travel for the People Directorate, following the creation and implementation of the revised strategic directorate model across the Council and appointment of the Strategic Director for People in May 2020.
4. Aligned to the Corporate Strategy and shaped by the COVID-19 experience internally and system wide, the People Directorate approach is to review and redesign the service offering via a transformation programme that promotes independence and focuses provision of more complex support to those most in need.
5. In welcoming the Strategy as a positive and proactive approach, the Panel asked to be kept updated on the related workstreams and it is envisaged that the update will assist the Panel to determine any further scrutiny as the workstreams related to the Strategy progress. The Minutes of the Panel's discussion on 18 November 2020 are available here: [weblink to minutes](#)

Update on Progress and Direction of Travel

6. In November 2020, the Panel were informed how the Directorate's Strategy focuses on people, not organisations and how it would be delivered via a series of workstreams grouped together under 3 strategic pillars:

- Person Centred Approach
- Shaping Services
- Shaping an Effective Market

7. The Strategy will be delivered through a transformation programme, with strong governance, engagement of service users, carers and staff whilst ensuring effective and timely delivery – with key dependencies understood and managed across individual programmes and workstreams.

8. The paragraphs below give progress against each of these strategic pillars.

Person Centred Approach

9. In November the Panel were informed that the People and Communities Strategy would enable the Council to develop one front door for residents, ensure a strong digital offer, build on strengths of local community assets, and ensure collaborative working with partners.

10. Work has progressed in all areas as follows:

Integrated Wellbeing Offer

11. This programme will create a sustainable long-term future operating model for Here2Help by building on its principles to develop an integrated health and wellbeing offer. This will centre around relationships and connections within local communities and services, to maximise the effectiveness of early intervention and prevention.

12. This is local, community-based responses to address specific inequalities and needs faced by residents, based on knowing them, their engagement and on residents co-producing their own solutions with the Council. The emphasis is on a community response rather than Council and partners, focusing on the assets within communities wider than traditional services.

13. This will enable and empower people to help themselves where possible by designing and structuring a system-wide Integrated Wellbeing Hub for residents, organisations and staff to access information, advice, tools, guidance and local support in an interactive way. The hub will take a person-centred approach and will cross all ages and needs.

14. Building on the success of the Here2Help service, plans are now in place to move to an Integrated Wellbeing Offer for Worcestershire residents. Supported through the alignment of current front doors across the People Directorate and the wider Council, with the introduction of Community Wellbeing Champions, Change Agents and a new self-service, the digital offer is on track to go live over the next couple of months.

15. In addition, engagement has commenced with the voluntary and community sector and key stakeholders, to ensure effective collaboration as the Integrated Wellbeing Offer is designed and developed.

16. Development is also underway of the Living Well in Later Life initiative including the delivery of the Lifecurve App and use of TheraBands in care settings supporting people to develop their independence.

Dementia Meeting Centres

17. Working closely with the University of Worcester, three applications for funding to develop dementia meeting centres in Worcestershire have been agreed for:

- Age UK Worcester and Malvern Hills - Worcester
- Age UK Worcester and Malvern Hills: Malvern Hills/Tenbury
- The Parochial Church Council of the Ecclesiastical Parish of Malvern Link with Cowleigh: - Malvern Link

Review of Transport Policy and Provision

19. The review of our current approach to providing transport has commenced with key areas of focus around:

- **Promotion of Independent Travel** - Consideration of changes to transport policy, application of policy, and change to transport provision which would help to promote independent travel as part of the wider promotion of independent living.
- **Cohort Changes** - How the cohort makes use of transport services is changing and what this might mean for transport requirements and how these are met.
- **Direct Payments** - How Direct Payments might be utilised further to promote independence.
- **Alignment to Changing Service Delivery Models** - How the transport policy, application of policy, and transport provision will need to be adjusted to ensure alignment with future changes to the delivery services, as the focus for independence is realised.

20. The promotion of independent travel has already started and by early Summer, the review will have concluded the direction of travel and recommendations for change.

Care Work as a Career

21. Following keen interest and recommendations from the Overview and Scrutiny Performance Board, an update on progress and recommendations was presented to the Board in January 2021, which included:

- Investment secured to continue with focused and targeted communications through social media
- Care Recruitment Campaigns
- Support for Carers Heroes Award
- Membership of "I Care Ambassador" Scheme
- Ensuring external provider contracts specify requirements for employment in relation to training, skills and behaviours
- Social Work Apprenticeships

22. A further separate session has also been held with the members of the Task Group and the Chairman of this Panel and further work has started to be planned and progressed with Provider Services in relation to apprenticeships provision.

Shaping Services

23. In November, the Panel were informed that the People and Communities Strategy would enable the Directorate:

- Develop an All Age Approach
- Make Strengths Based Conversations the Norm
- Re-Direct Provider Resources to Independence and Enabling

24. Work has progressed in all areas as follows:

All Age Disability Service

25. Governance has been developed to support the People Directorate and Worcestershire Children First (WCF) to enable the Council to develop and implement a single disability service for those aged 0 – 25 years of age. The aim of the programme will be to develop one service, across Education, Health and Social Care, to ensure young people are effectively supported when they move into adulthood.

26. The key principles for the transformation are as follows:

- A person-centered approach with co-production at all levels
- Strength based – enabling and empowering
- Focus on needs and outcomes
- Quality matters - consistency of quality across our information, assessment, planning and provision
- Early intervention
- Integration of operational delivery
- Preparation for adulthood
- Supporting as close to home, in and part of the local community
- An enabled and empowered workforce
- Evidenced and intelligence informed

27. The design for the new service is in its early stages and is planned for conclusion early Summer. This will be followed by implementation and embedding during the later part of 2020, ahead of launching the service during 2022.

Review of Social Work Processes and Practice

28. Building on the move to the 3 Conversations approach (a strengths based approach to social work), that commenced during 2018, the review has been completed and identified areas where the approach can be embedded further. The project team are now working with all social work teams to ensure a best practice and consistent ethos and approach that will also be expanded to the Council's Mental Health Social Work Teams, following their transfer back to the Council in April 2021.

29. This approach will ensure sustainability and consistency of the strengths based model which will both improve people's independence and reduce demand into social care, with a particular focus on linking people with their local community assets and support, the Council's reablement service and Wellbeing Champions, enabled through our approach for an Integrated Wellbeing Offer.

Community Reablement Service

30. The Community Reablement service was due to go live in April 2020, however due to Covid-19 impact, this was delayed and the new service went live in November 2020.

31. Initially, the service immediately started to receive and respond to referrals from social work and NHS teams and commenced the reablement of people, helping them to re-build their life skills and physical abilities, to ensure they could remain living independently, at home.

32. The second peak of Covid-19 and lock down again impacted on this service with resource re-deployed to support effective and timely hospital discharges, for those requiring support to go back home. The service is now planning to re-launch during the Spring and commence their focus on community reablement provision.

Remodelling Day Opportunities

33. Further to Cabinet approval in October 2020 to commence a review of day opportunities for people with a learning disability and subsequent Cabinet approval in February 2021 to commence phase two of the review, this second phase has commenced and stakeholder, carer and service user engagement has started.

34. Cabinet will receive a further report later in 2021 with the outcome of the second phase and recommendations for change, considering:

- a) Agreeing an approach to engaging with service users and their families/carers to consider, in a co-productive way, the long-term and future “offer” of the Resource Centres in ensuring an equitable and fair approach i.e. accessible to all ages across Worcestershire and a service that is fit for the future.
- b) Understanding the difference between the Resource Centre, Connect Service offer and those offered within the external market, including referral processes, criteria and social worker practices
- c) Understand the make-up of the Connect Service users to further understand the blurring of services across the two types of services
- d) A deeper understanding of why there is a significant gap in external providers being able or wanting to support individuals with higher needs/complex needs within a day service provision
- e) To review and consider the Growing Old with Learning Disabilities (GOLD) cohort of service users in both the Resource and Connect services to identify potential future service delivery options which could be more suitable and person-centred
- f) The variances across the four Resource Centres i.e. numbers of service users, unit costs etc
- g) Alternative/complementary options for specialist and complex services including a hub and spoke model, location of centres and transport options.

Direct Provision of Adults Mental Health Social Work

35. Further to Cabinet endorsement in September 2020, of recommendations to

terminate the Section 75 Integrated Provider Adult Mental Health, Older Adult Mental Health and Learning Disabilities, with Worcestershire Health and Care Trust, the project has continued to progress and remains on track for the service to be re-patriated within the People Directorate from 1 April 2021. A Memorandum of Understanding is now in place with the Trust to ensure the delivery of personalised, place-based and integrated services to people with mental health difficulties.

36. Agreement has been reached on the transfer of relevant staff to the Council in accordance with the TUPE Regulations, and it has been further agreed with the Trust the arrangements for co-location of staff as appropriate

37. Plans are now being finalised in developing the operational procedures and processes to establish an effective mental health social care function, within the County Council, including plans to reduce current overspends and ensure provision within existing budgets.

Shaping an Effective Market

38. In November the Panel were informed that the People and Communities Strategy would enable the Council to:

- Engage to Develop Independence and Choice
- Work with Partners to Create an Integration Framework
- Commission for the Whole Population not just those who access services

39. Work has progressed in all areas as follows:

Reablement Focused Domiciliary Care

40. Significant work has progressed in relation to moving to a reablement focused approach for domiciliary care provision in Worcestershire.

41. A domiciliary care tender is being advertised during March 2021 seeking providers who will support and ensure that enabling people's independence is maintained wherever possible and that the work of the reablement service with individuals who require ongoing care is not lost. Once those who have pre-qualified are selected, they will all be invited to tender for provision of reablement focused domiciliary care in Worcestershire.

42. Currently the County Council is working with over 100 individual domiciliary care providers and the aim of the tendering exercise will be to:

- a) Reduce the overall number of individual providers and move to lead providers for each of the six District areas within the County
- b) Introduce a reablement focus to provision, ensuring residents can remain at home for as long as possible
- c) Build a partnership and holistic approach to assessing and providing care across social work teams, reablement service and domiciliary care providers
- d) Ensure the unit cost for provision remains within the current budget envelope

43. Following the procurement exercise, named providers will be identified during the

Summer 2021 who will then work in partnership with the County Council to transfer to the new provision.

Increase the Use of Direct Payments

44. The ambition of this programme is to increase the use of Direct Payments, noting that Worcestershire, at 27% is slightly below the national average. This programme is working to three key areas for change:

- a) Review / development of Direct Payment Policy & Procedures, guidance and information to promote the use of Direct Payments.
- b) Development of the provider market to ensure people have a wide range of high quality, cost- effective support options to meet their assessed eligible needs, including ready access to a reliable and well trained personal assistant (PA) workforce and development of PA microenterprises, as these help overcome people's reluctance to become an employer and concerns about cover in the absence of their PA.
- c) Development of clear and simple processes for administering and monitoring the payments, including recovery of unspent monies.

45. The project team are working jointly with Pendrells, who administer the provision of a high number of direct payments. The team have also made links to the transport, day opportunities and replacement care reviews. The project has already identified over £250,000 of un-spent direct payment reserves, being held by recipients that is being clawed back into the Council.

46. Workshops are now arranged with front line social work teams to understand some of the barriers and opportunities to increase take up of direct payments and new plain English material and case study videos are also being developed to help promote the use of direct payments across the Council's customer base.

47. With the engagement of a dedicated direct social work lead and additional resource within the Council's Finance team, the project is on track to deliver against anticipated outcomes later during 2021.

Increase Shared Lives Provision

48. Shared Lives fits with the strategic priorities for adult social care and housing and the Council is looking at options for growth, development and diversification of the Shared Lives scheme. Expanding the scheme will mean more individuals can achieve outcomes through Shared Lives as an alternative to other forms of support.

49. This project aims to increase the number of Shared Lives providers and identify and move people from their current residence into a shared lives home. This is underpinned by a targeted and focused recruit campaign supported by workshops with stakeholders.

50. An engagement and recruitment campaign has already started and so far

an additional 4 Shared Lives providers are already on board. The recruitment and promotional campaign will continue throughout the year and the project team are confident of achieving their target.

Intermediate and Integrated Care

51. Work on the above continues with partners on two levels. Operationally, programmes of work to sustainably develop the various pathways for appropriate discharge and onward care, including Home First are underway.

52. This requires a multi-disciplinary approach, including revised commissioning arrangements, for example the addition of wrap around care to support Pathway 1 and improved discharge to assess placements for those with complex needs with the aim of discharging patients into the most appropriate setting for their continued care/return to independence. Associated work on the issue of equipment across the community is also factored into this approach.

53. However, whilst this supports the creation of an integrated system, in terms of intermediate care, there is the wider angle of constitution and governance. In this regard, on 11 February, NHSE/I published 'Legislating for Integrated Care Systems: five recommendations to Government and Parliament' which sets out their views on the way forwards, alongside principles to guide how the Government progresses this work. This address a number of key points including how Integrated Care Systems (ICS) should be put on a clear statutory footing, but with minimum national legislative provision and prescription, and maximum local operational flexibility as to how the ICS health and care stakeholder partnership is constituted.

Joined Up Commissioning

54. Assistant Directors are agreed that providing a forum for the sharing of knowledge and work will generate a more 'joined up approach to commissioning, given the interdependencies between many pieces of work. This will commence in the coming financial year, delayed due to the commitments required with the on-going Covid-19 response and high level activity on a variety of different projects coming to fruition in a short space of time.

Refreshed Market Position Statement

55. Shared Lives growth is a part of the Council's plan to increase Supported Living provision. The Supported Living Needs Assessment has now been completed and the market position statement is now being worked on.

56. The work completed estimates that the Council will be able to move a further 270 individuals into supported living over the next 3 years. This will require an additional 120 units of accommodation to achieve (this will be a combination of core and cluster, cluster flats and shared housing) and the project dovetails nicely with work on the Supported Accommodation Needs Assessment and Plan being developed with Worcestershire Strategic Housing Group.

Refocus Use of Residential/Nursing Care

57. Progress on this work has been delayed due to the Covid-19 pandemic which has hindered the ability to accurately model future market trends and, whilst the predicted fragility of the market has not (yet) materialised, we are seeing a low occupancy rate of c75%, but no closures.

58. The Council is monitoring the situation, understanding future and changing demand needs, with reduced admissions (in line with the Strategy) but also impacted by the public vision of care homes throughout the pandemic and on Better Care Fund-funded placements.

59. A finance analysis of demand and current costs for the under-65 care home provision has been launched via Valuing Care with the aim to be able to develop proposals on the way forwards during the Spring.

Legal, Financial, and HR Implications

60. All programmes and projects are underpinned by business cases for change and financial modelling and project teams have appropriate representation from legal, finance and HR leads. Appropriate governance and decision making is made in relation to any known implications.

Equality and Diversity Implications

61. All programmes and projects follow strict guidelines and equality impact assessments are completed for all.

Purpose of the Meeting

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

- whether any further information is required at this time
- how the Panel would wish to keep updated on future developments including any further Scrutiny
- whether there are any comments to highlight to the relevant Cabinet Member.

Contact Points

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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.

- Agenda and minutes of the Adult Care and Wellbeing Overview and Scrutiny Panel on 18 November 2020 – available here: [weblink to agendas and minutes](#)