



Adult and Community Services

Annual Report 2010/11

Introduction

The Adult and Community Services Directorate of Worcestershire County Council is responsible for a range of services that include cultural services, adult social care, and more general services for the wider community. It is the largest Directorate within the Council, and had a budget for 2010/11 of £157m and the equivalent of just under 2,000 whole time staff.

This Annual Report looks at the work of the Directorate from April 2010 to March 2011. It covers the main changes and developments that took place within that year, as well as some of the challenges.

The report starts with some figures that provide an idea of the scope and extent of the work the Directorate. The next section is arranged by the priorities that the Directorate set itself at the beginning of the year. These were:

- Deliver all efficiencies and savings under the Council's BOLD programme
- Deliver improved outcomes for people by reshaping adult social care services through the Choice and Control project
- Continue to implement the National Dementia Strategy locally through a ten year strategy
- Deliver key community leadership initiatives – ie
 - Carers' support
 - Community safety
 - Worcester Library and History Project
 - Joint Museum service including Hartlebury
- Promote equality in services and the community – ie
 - Improving access to services for BME groups
 - Employment opportunities for vulnerable adults
- Ensure that high quality services and practice standards are in place across the Directorate

The year in figures



A. Directorate Priorities for 2010/11

1. Efficiencies and Value for Money

Every year the Council routinely builds efficiency savings into its budgets. At the start of 2010 it was clear that there would soon be a major reduction in public spending that would go far beyond this. Adult and Community Services identified this area of work as a high priority for 2010/11 to ensure that any reductions were managed in a planned way that minimised the impact on front-line services

Budget

The Directorate's budget for 2010/11 was £157m. At the end of the year, it had an overspend of £97k, which was funded from reserves. This represents an overspend of 0.06% and is well within acceptable levels.

Medium Term Financial Plan - Efficiencies

The Council works to a three year Medium Term Financial Plan. Each year when the Council sets its budgets it builds in assumptions about the level of efficiencies and savings to be achieved. For Adult and Community Services, efficiencies of £3.6m were included for 2010/11. With figures carried forward from the previous year, there was a total efficiencies target of £4.86m. During the year, savings of £3.39m were achieved. The shortfall has been addressed as part of the 2011/12 budget.

Working Practices

Self-service options in libraries were extended further so that by the end of the year these were available for 17 out of 21 branch libraries.

Evesham registration office moved to share premises with the local library.

BOLD Programme

BOLD stands for "Better Outcomes, Lean Delivery" and is the name of the programme commenced by the Council in 2009 to manage the inevitable reductions in its funding. Latest estimates are that the Council will lose 20% of its overall funding by 2013/14 – some £60-£70m.

During 2010/11, the Directorate identified some 24 separate projects with the potential to save £22.5m. Work commenced on these projects during the year. By the end of the year, five projects had been largely completed, and a further seven were at the delivery stage.

Some of these projects focussed on internal staffing – including restructuring adult social care management posts and back office functions. Some focussed on obtaining better value for money, including a review of very high cost care packages. Projects having a more direct impact on the public included increasing the amount of home care bought from the private sector rather than provided by the Council, closure of an intermediate care unit and changes to cultural and community services. Extensive public consultation was also taking place in relation to proposed changes to the charging policy for non-residential social care.

Work undertaken during 2010/11 meant that savings of £2.95m were realised at the beginning of 2011/12, and the Directorate was well placed to meet its target of over £8m savings by the end of the year.

2. Improve Outcomes by Reshaping Adult Social Care

2010/11 was year three of the national "Transforming Social Care" programme, intended to reshape adult social care across the country. The programme has a number of strands including strengthening prevention services, and the roll out of 'personal budgets'. Personal budgets tell people how much they are entitled to receive to spend on care services, and allow them to choose how that money is used, including buying services directly themselves.

2(a) Enhancing quality of life for people with care and support needs

'Personalisation'

In the previous two years, the Directorate had concentrated on piloting new ways of working. This involved redesigning most of the processes and documents for working with service users, so that these clearly focussed on achieving individual personal outcomes. It also involved developing and testing the mechanisms for calculating individual personal budgets.

This year the Directorate adopted these new ways of working across all its social work teams. There was a rolling programme of training for staff as teams moved onto the new care pathway. When this had been completed there was a formal launch in October 2010. By the beginning of December, community social work teams had been restructured to support this work, including the introduction of a new role of Practice Educator in teams.

By the end of March 2011, just under 2,400 people had had a personal budget in the year, compared with just under 900 in the previous year. Over 1,100 carers had also received a direct payment. This represents just under 33% of people who received mainstream care services in the community funded by the Council. This percentage will increase further next year, as more people come into the process. However, there will always be a significant number of people who need urgent care to be arranged or rehabilitation services, where a personal budget will not be appropriate.

The number of service users who chose to receive a direct payment so that they could purchase their own services also increased during the year, but not as quickly. A major challenge for the Directorate will be to increase this number significantly in 2011/12.

Achieving Personal Outcomes

During reviews of their individual circumstances and the services being provided, people receiving social care services are routinely asked whether the outcomes that are important to them are being met. For the just over 3,000 people that we have answers from in 2010/11, 95% of their outcomes had either been fully or at least partially met.

Housing Related Support

Through the Supporting People programme, 20,000 vulnerable people received housing related support in 2010/11. Achievement of people's individual outcomes has been measured as part of this programme for a number of years. In this particular year, 40,000 separate positive outcomes for people were achieved.

Two new homelessness projects were commissioned: St Basils North Worcestershire Young Homelessness Project and the Bromsgrove Foyer.

2(b) Delaying and reducing the need for care and support

Promoting Independence Team

This team is made up of a number of specialist workers, therapists and care staff. After an initial assessment, a short term programme of services of up to six weeks length can be provided to help maximise the ability of people to live independently.

During 2010/11, the capacity of this scheme was expanded. Numbers built up during the year – in the first quarter of the year 36 people per month were identified to receive services, compared with 57 per month in the last quarter of the year.

Of those who started the programme, 81% completed it. Where people did not complete the programme, in over two thirds of cases this was because of some form of medical/clinical event. Of the people who completed the programme, 73% required no ongoing services at the end of this time. Of the specific individual outcomes that were agreed for these people at the start of the programme, over 70% were met during the service, and a further 14% were partially met.

Challenges for 2011/12 will be to increase numbers of referrals and people receiving a service, and improve timescales for assessments. A review of the pathway, of policy and rotas will be undertaken.

Early Intervention and Prevention Service

This service was established during the year as part of the wider restructuring of adult social care. It brings together the Promoting Independence Team, Sensory Impairment and Telecare team, and the Integrated Community Equipment Service (ICES). Initial steps to align working practices have already been taken, and a more detailed review of

the work of the Sensory Impairment and Telecare team will take place in 2011/12.

Rapid Response Social Workers

For some time, the social care Access Service has worked with health staff to provide an integrated Single Point of Access scheme (SPA). From January 2011, Rapid Response social workers were employed within the Access Service on a trial basis. In this initial phase, their role has primarily been to pick up referrals for new people not known to the Directorate, undertake an immediate assessment and put services in place.

Rehabilitation following hospital discharge

Annually, health and social care services follow up a sample of older people who have received rehabilitation services on discharge from hospital. The main question asked is whether the person is still at home three months after their rehabilitation finished. A variety of different services provided by different organisations are included.

In the sample for 2010/11, there were significantly more people overall who had been through a rehabilitation process, but the percentage who were still at home after three months had fallen from 82% to 68%. The services will be following this up in order to understand what this means in practice.

Books on Prescription

This scheme is operated by the Libraries and Learning service. It is designed to help people with mild to moderate psychological problems to manage their health. In 2010/11, the scheme was expanded to include 46 titles. These generated 6,850 issues, an increase of 2% from the previous year.

2(c) Ensuring that people have a positive experience of care and support

Adult Care Survey

In February 2011 the Directorate surveyed nearly 1,000 people receiving social care services. This was part of a national survey. Responses were received from just over 500 people.

Depending on the group, 63% to 70% of people said they were very or extremely satisfied with the care and support services they received. In general terms, there were high levels of satisfaction with the more basic activities of daily living such as personal care, food and drink, feeling safe and a clean and comfortable home. Levels of satisfaction were not as high in areas such as 'doing things I value or enjoy with my time', 'having control over my daily life', and 'having social contact with people'. These results will be analysed further and compared with results from similar local authorities when they are available to understand whether there is more that could be done.

Residential and Nursing Homes

Although there is a continuing role for residential and nursing home care, we know that the majority of people would prefer to remain at home if at all possible. The challenge for councils is to ensure the right balance between residential placements and services provided in the community.

Worcestershire has historically had a high number of residential placements for people with learning disabilities. This number has been consistently reducing over the last 4 years, and in 2010/11 there was a further reduction of 10 placements.

Although the population of people aged over 65 is growing steadily, during 2010/11 the number of weeks care provided in residential or nursing homes fell slightly by about 3%.

Personal Assistant Register

People who receive direct payments to meet their care needs, can choose to employ personal assistants with that money. Developing a pool of potential personal assistants is important as a way of enabling the wider use of direct payments. In January 2011, Worcestershire launched its personal assistant register using a model developed regionally. This allows potential personal assistants to register and potential employers to search the register. It also provides toolkits for employers and for personal assistants. In 2011/12, the Directorate will be seeking to increase use of this register.

2(d) Safeguarding adults whose circumstances make them vulnerable

Referrals

Work has continued to raise awareness of adult safeguarding issues, and this has been reflected in increasing numbers of referrals received. Referrals were averaging 97 per month in 2010/11, compared with 61 in 2009/10 - a 60% increase. There was a similar monthly increase in the number of cases completed through the formal safeguarding process.

Adult Social Care - infrastructure

Safeguarding arrangements in adult social care were strengthened during the year as follows:

- A new 'Safeguarding Service' was established, led by a designated senior manager
- As part of this the Adult Protection and Deprivation of Liberty Safeguards Teams were merged
- New advanced practitioner job descriptions were introduced that include a significant safeguarding role
- Further work on training took place, including the roll out of safeguarding training across provider services.
- An audit process for case records was implemented.

Annual Reviews – Adult Social Care

A major piece of work was undertaken during the year looking at annual reviews for people receiving social care services. This involved data checking work and a review of policies, as well as work on resources required. A reviewing matrix was developed to enable prioritisation of reviews according to a list of complexity and risk factors.

A local target has been adopted that 95% of people receiving services for

12 months should have a review completed or in progress by the end of that twelve months. By March 2011, significant progress had been made, and performance was slightly under that target at 93%.

Safeguarding Adults Board

The Safeguarding Adults Board is a multi-agency board that oversees safeguarding across all organisations in Worcestershire. An independent Chair of this Board was appointed during the year, and has started work to review existing structures and processes. He has also met with the Council's Adult Care and Well Being Scrutiny Panel to discuss the most effective ways of working together. Worcestershire's Cabinet formally considered the Board's Annual Report and Business Plan.

Care Services Quality Team

This is a small team providing specialist support to care homes in order to help them improve the quality of care. It works closely with the Care Quality Commission, which registers and inspects care homes, and local NHS services. The team has worked with some 76 care homes since it commenced. It is currently undertaking a safeguarding exercise reviewing all homes that the team has not had any contact with.

3. Dementia Strategy

The expected growth in the numbers of people with dementia poses a very major challenge for health and social care services in Worcestershire. Estimates of demographic growth of 3% per year, plus reducing numbers of people able to take on a carer's role are a worrying scenario for the future.

Work during 2010/11 was a combination of planning in detail for the longer term, and steps that could be taken immediately. This work was led by the Joint Commissioning Unit, which is responsible for health and social care commissioning.

During the year a major focus was the development of a multi-agency dementia strategy. This underwent extensive consultation with professionals, councillors and in ten public meetings across the county. The strategy set out a strategic vision and a set of proposed priority actions.

Work on dementia services in Worcestershire is coordinated through a multi-agency programme. During the year a Dementia Programme Manager was appointed to oversee the programme, and a number of new workstreams were established. This included a medication work stream and a needs assessment sub-group.

Detailed work to model demand for services and capacity to meet that demand was commenced. This included work with care homes to look at 'hidden' numbers, development of a predictive model led by Public Health colleagues, and work to understand in detail and from the patient perspective the existing pathway across health and social care services.

In terms of services, a new Early Intervention and Diagnosis Service

was established in 2010/11 and by the end of the year was reporting a greater number of referrals than anticipated. A contract to establish a new Young Onset of Dementia Service was also awarded. The Dementia Advisor scheme was extended to two further areas, and funding was obtained for two additional Admiral Nurses.

Training for staff in the health and care sector also continued to be a focus. As well as the existing work with care homes, a training DVD for patient centred dementia care was commissioned and launched in March 2011. Funding was also obtained for General Practice dementia training.

4. Key Leadership Initiatives

Carers

A flexible breaks service was commissioned replacing a previous sitter scheme. This has allowed both a more person-centred approach, and a 46% increase in the number of carers supported.

A pilot scheme was established for carer support workers based in hospitals to support carers accompanying people with dementia and similar conditions through the hospital process. Over 300 carers were supported from November 2010. The pilot is being evaluated by the University of Worcester.

Carers awareness training was provided for over 230 professionals across the county, and other training was provided for over 200 social care staff.

The Worcestershire Carers Strategy and Carers Charter were formally adopted in late 2010 by local social care and health organisations plus Carers Action, Worcestershire. New initiatives linked to this include:

- A new countywide information and advice service
- Work with GP practices
- Younger Adult Carer Service
- Support programme for carers to help understand dementia and related conditions

The Library service introduced a new membership category for carers which includes exemption from fines

Community Safety

The Directorate has responsibility for coordinating the local Community Safety Partnership. In 2010/11 a major focus was planning for a reduced two year grant settlement of 60%, and for introduction of Police and Crime Commissioners.

The Directorate also has the lead within the Council for responding to the issue of domestic violence. During the year this work included sustaining Independent Domestic Violence Advisors (IDVAs) and Multi Agency Risk Assessment Conferences (MARACs) for North and South Worcestershire. These enable agencies to work together to ensure that victims' safety and their needs are assessed, managed, and maintained

Worcester Library and History Project

This is a major joint project with the University of Worcester to establish a brand new shared library and history centre. It will contain ten miles of archive collections, about 250,000 books, 800 study places and 10,000 square metres of public space. At the topping out ceremony in January 2011, the name of the building was formally announced as 'the Hive'.

Building and other preparation work has remained on track during 2010/11 in readiness for opening in July 2012. Work will take place in 2011/12 to relocate existing services to the centre.

Joint Museum Service

A new joint museum service with Worcester City Council was successfully established in April 2010. This consists of three sites: Hartlebury Castle, the Commandery and the City Museum and Art Gallery in Worcester. All these sites have now achieved Heart of England Tourist Board quality assurance scheme accreditation. There were nearly 120,000 visits during the year, and savings of just over £100k were made across the joint service, including £50k for the County Council

The service will be seeking opportunities to extend to other parts of the county in 2011/12.

5. Equality in Services and the Community

Access to services for BME groups

Historically, people from Black and Minority Ethnic (BME) groups do not access social care services in the same numbers as people from white backgrounds.

During 2010, a Development Officer was appointed. The initial focus of her work has been to revive a workers forum involving Council staff, public sector BME staff and third sector BME staff. An important aspect of this work has been information exchange between agencies to help break down barriers to services provided by the Directorate. Work has also taken place to develop resources about other faiths for workers, and a shared database of BME groups in the county.

This area remains a substantial challenge for the Directorate, with referrals and people receiving services about half to two-thirds of the numbers that might be expected.

Employment for Vulnerable Groups

Adults who need social care services often find it more difficult than the rest of the population to find paid employment. It has been a priority for the Directorate to improve opportunities for these adults. This work has focussed on two groups of people – adults with a learning disability, and adults with a serious mental health problem.

During 2010/11, the number of adults with a learning disability in paid employment increased to 6.5%, just above the target that we had set. There were also a number of other people who undertook voluntary work.

The target for people with a serious mental health problem was to increase the numbers receiving support and training in preparation for employment by 5% year-on-year over two years. This target has substantially been met. Five staff in Community Mental Health Teams have completed Individual Placement and Support (IPS) training. Among other things, these staff are visiting local employers to raise awareness and encourage them to offer work opportunities.

For both groups, there still remains a very significant difference with the rest of the population. In 2011/12 the Directorate will be working on a County wide employment strategy.

6. High Quality Services and Practice Standards

Drug and Alcohol Services

A particular issue in Worcestershire has been the number of people who do not complete treatment successfully. In 2010/11 contracts for alcohol and drug services for adult and young people's were successfully re-tendered.

Organisations who tendered were required to show how they would deliver a 'recovery' model, and this will be the basis of future working in Worcestershire.

An initiative during the year was joint funding with the County Arts Service of the 'New Scenes' programme. This was made up of creative drama, music and pottery workshops to help drug and alcohol users attain recovery.

Social Work Teams

Standards for case recording, and case file audits were implemented.

Advanced Social Work Professional posts and Practice Educator posts were created within community social work teams.

Substantial work to develop an Adult Social Care handbook was undertaken. This will guide staff through all procedures and processes from start to end. The handbook is due to be introduced in the summer of 2011, and will be regularly updated.

In-House Provider Services

The Council's in-house residential and home care services completed the new registration process with the Care Quality Commission (CQC).

A new quality assurance framework was introduced for all services, whether registered or not, to ensure compliance with CQC standards

The Council's residential homes achieved the Customer Excellence award.

Registration Service

A survey in November 2010 of people using this service, reported a 97% satisfaction rate.

Mental Health Reablement Service

This new service was launched in February 2011 as a replacement for traditional day services. A number of voluntary sector organisations have been funded to help people access mainstream opportunities for such things as education, social networking, employment and healthy living. People who have been referred to the scheme initially complete a care planning tool called 'Recovery Star'. The results of this are then used to link people to an appropriate menu of services provided by the voluntary sector organisations.

Sensory Impairment Services

Consultation has started on a new Sensory Impairment strategy. Two pilot projects have been started based on national models. An ECLO (Eye Clinic Liaison Officer) project has been set up to provide a link in ophthalmology clinics between health and the wider support services available. An Eyes Right project is being piloted which visits community groups to provide information on the prevention of sight loss and offers a simple eye test to identify undiagnosed eye conditions. The aim is to reduce the 53% of avoidable sight loss which is reported nationally

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Appendix 1

Annual Report for 2011-12 Changes to the Layout and Process

We will be making changes to the way that our next annual report is produced. These changes have been discussed in a workshop with representatives of people linked to our services, and some of the suggestions have come from this group. We have then written out to a range of organisations and groups that we work with to let them know about the changes, and to ask them to comment now about the services that we provide.

In the future, the process for producing the Annual Report will be:

- Staff will write a first draft of the report in the summer.
- The draft report will be sent to key groups involved with our services, and they will be asked for their comments. We will be asking for comments about whether the report is a fair picture of our services or if there are areas that we have got wrong. We will also be asking about how easy the report is to read.
- We will arrange a press release at the same time, so that other people have the chance to comment as well.
- A summary of the comments received will be included within the final report. All the comments received will be passed through to the senior managers of the relevant services. They will be kept and made available on request for anybody to see that we have made a fair summary.
- The final report will be signed off by the Director of Adult and Community Services, and the members of the Council's Cabinet who have responsibility for our services.
- The final report will be made available to the public, and formally presented at a public meeting of the Adult Care and Wellbeing Overview and Scrutiny Panel. This panel is made up of county councillors whose role will be to comment on the report and challenge us about how we plan to make improvements for the future.

As a result of the discussion at the workshop, we have agreed to use the following approach for the layout and format of the report:

- The report itself should be relatively short, but with links/references to more detailed information where that is available
- It should be easy to read and avoid jargon
- It should be produced in black and white, and avoid pictures and diagrams
- There will need to be a standard version of the report, but other versions will also need to be available eg in larger print sizes
- The report will be organised so that there is a section for each of our main services
- The section for each of these services will contain:
 - How much was spent on the service in the year
 - What this money was spent on – including voluntary sector services
 - What the service achieved in the year
 - How consumers were involved and what feedback we had
 - Results of any external inspections that may have taken place in the year
 - The key areas for improvement identified by the service
- There will be a further part in the section for each service that will contain a summary of the comments received about that service
- The report will also signpost people to where they can find out more information about services.