



Meeting: **Adults and Communities Overview and Scrutiny Committee**

Date/Time: **Tuesday, 7 March 2017 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Mr. S. J. Weston (Tel. 0116 305 6226)**

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Membership

Mrs. R. Camamile CC (Chairman)

Mr. M. H. Charlesworth CC Mr. J. Miah CC
Mr. S. J. Hampson CC Mr. M. T. Mullaney CC
Mr. D. Jennings CC Mr. T. J. Richardson CC
Mr. A. M. Kershaw CC Mr. L. Spence CC

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– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 17 January 2017.	(Pages 5 - 10)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	



6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
7. Presentation of Petitions under Standing Order 36.
8. Adult Social Care Workforce Strategy 2016-20. Director of Adults and Communities (Pages 11 - 62)
9. Accommodation Strategy for Working Age Adults 2017-22. Director of Adults and Communities (Pages 63 - 64)
10. Safeguarding Adults Board Business Plans 2017/18. Independent Chair of the Safeguarding Boards (Pages 65 - 70)
11. Performance Report 2016/17 - Position at December 2016. Chief Executive and Director of Adults and Communities (Pages 71 - 86)
12. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 7 March 2017 at 2.00pm.

13. Any other items which the Chairman has decided to take as urgent.

QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY

Members serving on Overview and Scrutiny have a key role in providing constructive yet robust challenge to proposals put forward by the Cabinet and Officers. One of the most important skills is the ability to extract information by means of questions so that it can help inform comments and recommendations from Overview and Scrutiny bodies.

Members clearly cannot be expected to be experts in every topic under scrutiny and nor is there an expectation that they so be. Asking questions of 'experts' can be difficult and intimidating but often posing questions from a lay perspective would allow members to obtain a better perspective and understanding of the issue at hand.

Set out below are some key questions members may consider asking when considering reports on particular issues. The list of questions is not intended as a comprehensive list but as a general guide. Depending on the issue under consideration there may be specific questions members may wish to ask.

Key Questions:

- Why are we doing this?
- Why do we have to offer this service?
- How does this fit in with the Council's priorities?
- Which of our key partners are involved? Do they share the objectives and is the service to be joined up?
- Who is providing this service and why have we chosen this approach? What other options were considered and why were these discarded?
- Who has been consulted and what has the response been? How, if at all, have their views been taken into account in this proposal?

If it is a new service:

- Who are the main beneficiaries of the service? (could be a particular group or an area)
- What difference will providing this service make to them – What will be different and how will we know if we have succeeded?
- How much will it cost and how is it to be funded?
- What are the risks to the successful delivery of the service?

If it is a reduction in an existing service:

- Which groups are affected? Is the impact greater on any particular group and, if so, which group and what plans do you have to help mitigate the impact?
- When are the proposals to be implemented and do you have any transitional arrangements for those who will no longer receive the service?
- What savings do you expect to generate and what was expected in the budget? Are there any redundancies?
- What are the risks of not delivering as intended? If this happens, what contingency measures have you in place?

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Minutes of a meeting of the Adults and Communities Overview and Scrutiny Committee held at County Hall, Glenfield on Tuesday, 17 January 2017.

PRESENT

Mrs. R. Camamile CC (in the Chair)

Mr. M. H. Charlesworth CC

Mr. A. M. Kershaw CC

Mr. S. J. Hampson CC

Mr. M. T. Mullaney CC

Mr. D. Jennings CC

Mr. T. J. Richardson CC

In attendance

Mr. Dave Houseman MBE CC, Cabinet Lead Member for Adult Social Care (minutes 52-53 refer)

Mr. Richard Blunt CC, Cabinet Lead Member for Communities and Wellbeing (minute 52 refers)

45. Minutes of the meeting held on 8 November 2016.

The minutes of the meeting held on 8th November 2016 were taken as read, confirmed and signed.

46. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

47. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

48. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

49. Declarations of interest in respect of items on the agenda.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

50. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

There were no declarations of the party whip.

51. Presentation of Petitions under Standing Order 36.

The Chief Executive reported that no petitions had been received under Standing Order 36.

52. Medium Term Financial Strategy 2017/18 - 2020/21.

The Committee considered a joint report of the Director of Adults and Communities and Director of Corporate Resources which provided information on the proposed 2017/18 to 2020/21 Medium Term Financial Strategy (MTFS) as it related to the Adults and Communities Department. A copy of the report marked 'Agenda Item '8' is filed with these minutes.

The Chairman welcomed Mr D W Houseman MBE CC, Cabinet Lead Member for Adult Social Care and Mr R Blunt CC, Cabinet Lead Member for Heritage, Leisure and Arts to the meeting for this item.

In introducing the report the Director and Cabinet Lead Members advised members of the financial challenges facing the Council and the significant demand and cost pressures facing social care services in dealing with an ageing population and an increased number of people with complex disabilities. The Department had over the last few years sought to prevent and delay the need for services by various means aimed at promoting independence and by looked critically at the delivery and cost of services.

In response to questions and comments the Committee was advised as follows:-

Service Transformation

- i) The County Council and District Councils had agreed that the Disabled Facilities Grant (DFG) funding would be passported in its entirety to the District Councils on the understanding that any underspends would be returned and be available for use on other health and social care services.
- ii) The funding in connection with Lightbulb Project is yet to be determined.

Proposed Revenue Budget

- iii) The County Council and Departmental approach was not to 'salami slice' services but rather to consider the impact of services on individuals and the local community, consider how the delivery of service might be improved and whether the service could be redesigned and recommissioned in a more cost effective way. The County Council had made it a clear priority to support the most vulnerable in society and to that end the Adult Social Care budget was one of the few in the Council to show a year on year increase in spend.

- iv) The additional 2% precept to fund social care was not shown as a specific line in the budget figures as the Council took a holistic approach to the preparation of the budget. The Department was required to have regard to the guidance issued concerning the use of the additional funding and could confirm that the proposed increase in funding to adult social care would be more than the amount raised through the precept.
- v) The budget figures for 2018 onward in the table at paragraph 14 did not include inflation as this was held as a central contingency.

Growth

- vi) The growth now identified in G3 – Older People Demand was less than that requested in previous years. The Department had undertaken an analysis of the number of people seeking assistance, the size of the care packages and the impact of measures put in place to promote self-care and independence. The result was that demand which had shown growth was beginning to stabilise hence the need for less new resource.

Adult Social Care – Departmental Savings

- vii) The Shared Lives Initiative (AC6) was currently supporting approximately 140 people and had been well received. The Scheme enabled people with additional needs to be paired with families who would provide social support rather than such people being provided support in institutional settings. A detailed report would be made to the Committee on the operation of the Scheme.
- viii) The proposals set out in paragraph 39 regarding a robust review of high cost placements was aimed at looking at the cost of commissioning certain elements of the care package rather than a focus on reducing the care package.
- ix) The Departments approach to Personal Budgets did recognise the variation in the cost of commissioning services across different parts of the County.

Communities and Wellbeing – Transformation Savings

- x) The savings requirement on this area of service was significant with a saving of £1.3million to be found from a budget of £4.9million.
- xi) The proposals regarding the introduction of Smarter Libraries had proved successful elsewhere. Members of the Committee welcomed the proposed approach which it was hoped would lead to greater use of libraries and increased opening hours.

- xii) The business case for the proposed Collection Hub was still being developed. The intention was to bring collections together in a single more central location which would ensure that such collections were accessible. Whilst there would be revenue savings there would be a significant one-off capital cost. In developing the business case Leicester City and Rutland Council would need to be consulted particularly if the new Hub were to include the Record Office.

Health and Social Care Integration

- xiii) The final Better Care Fund (BCF) allocation was still awaited. However, in compiling the budget it was clear there could be a potential shortfall of £3million if all of the DFG funding passported to District Councils was fully spent by them and the need to find savings of £2million to support health service budgets which were under significant pressure.

Capital Programme

- xiv) The £310,000 for Extra Care Provision was to support future provision such as the current development in Loughborough. Members welcomed this investment and a number commented on the success of such developments elsewhere in the County.

RESOLVED:

- (a) That the report and information now provided be noted;
- (b) That the comments now made be forwarded to the Scrutiny Commission for consideration at its meeting on 25 January 2017.

53. Direct Payment Cards.

The Committee considered a report of the Director of Adults and Communities concerning the progress to date and outcome of the decision of the Council to implement pre-paid Direct Payment cards for service users. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

In response to questions the Director advised as follows:-

- i) Service users were invited to take up Direct Payment cards but where they chose not to do so the previous arrangements were continued;
- ii) The experience to date suggested that service users were using the card responsibly and in many cases were able to purchase services at a lower cost which had contributed to some of the savings. Service Users have expressed satisfaction with the new arrangements as it has empowered them and put them in control of their care needs;
- iii) The Department was able to monitor expenditure patterns and this was important not only to ensure that the money was spent appropriately but also to ensure service users were purchasing the services needed for their care;

- iv) The monitoring of the card would be useful to developing an understanding the choices made by service users in purchasing services to meet their needs and this in turn could be useful in contributing to a more outcomes based approach to services;
- v) That an officer from East Leicestershire Clinical Commissioning Group was leading a project on Individualised Personal Commissioning which would look to bringing together, into a single funding stream, personal budgets for social care and personal health budgets.

RESOLVED

That the report and information now provided be noted.

54. Date of next meeting.

It was noted that the next meeting of the Committee would be held on 7th March 2017 at 2.00pm.

17 January 2017

CHAIRMAN

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 MARCH 2017

ADULT SOCIAL CARE WORKFORCE STRATEGY 2016-2020

REPORT OF DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to advise members of the Committee of the production of the Adult Social Care Workforce Strategy 2016–2020, the associated high-level delivery plan and the work taking place to restructure the Adults and Communities Department.

Policy Framework and Previous Decisions

2. On 5 February 2016, the Cabinet approved the Adult Social Care Strategy 2016–2020 which sets out the strategic goals relating to Adult Social Care. The Adult Social Care Strategy underpins the requirements of:
 - The Care Act 2014;
 - Leicestershire County Council Medium Term Financial Strategy 2015–2019;
 - Leicestershire County Council Strategic Plan 2014–2018 (Leading Leicestershire; Transforming Public Services);
 - Leicestershire Communities Strategy 2014;
 - Leicestershire Commissioning and Procurement Strategy 2015;
 - Better Care Together Five Year Strategic Plan 2014 – 2019.
3. Leicester, Leicestershire and Rutland's (LLR) draft Sustainability Transformation Plan (STP) was published on 21 November 2016 setting out plans to develop local health and social care services over the next five years.

Background

National Adult Social Care workforce

4. In July 2016, the organisation, Skills for Care, produced a report providing an overview of the size and structure of the adult social care sector and workforce in England as of 2015. Within the report the number of adult social care jobs was estimated at 1.55 million, of which 1.11 million were full-time equivalents. Since 2009 there has been an 18% increase in adult social care jobs.
5. At the same time there has been a shift away from local authority jobs (-33%/-60,000 jobs) towards independent sector jobs (+25%/+245,000 jobs). The report also states that in 2014/15, 235,000 adults, older people and carers received direct payments

from councils for adult social care services and of these it is estimated that 28%/65,000 may have employed staff to attend to their care and support needs.

6. It is evident that the majority of the adult social care workforce across England who provide and/or manage either residential or domiciliary care work for independent employers and, therefore, the way in which local authorities seeks to shape and influence this workforce needs to be considered. Micro-employers and their employees, ie Personal Assistants, need particular consideration with regard to how authorities engage with them as engagement is on an individual basis.
7. It is estimated that if the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population, then the number of adult social care jobs will increase by 18%/275,000 jobs to 1.83 million jobs by 2025.

Leicestershire Adult Social Care workforce

8. Although local authorities are required to complete the National Minimum Data Set – Social Care (NMDS-SC) independent providers are not therefore the NMDS-SC cannot provide the whole picture. The NMDS-SC as at July 2016 estimated that within Leicestershire there were 15,700 adult social care jobs of which 10.8%/1,700 jobs were local authority, 82.2%/12,900 jobs were independent employers and 7%/1,100 jobs were micro-employers.
9. In June and July 2015, the Better Care Together (BCT) Workforce Strategy group undertook surveys and interviews with 56 independent sector providers across a range of adult social care services within Leicester, Leicestershire and Rutland. Of these providers 85% reported that they experienced significant difficulties in recruiting in the current market and that retention of staff was a challenge.
10. The BCT Sub-Regional Workforce Group which provides strategic direction for workforce development across LLR is made up of representatives from the independent sector and the local authorities for these regions. Representatives from the Group have reported that they experience difficulty with recruiting to both residential and domiciliary care posts and that there is a shortage of Care Quality Commission registered managers.

Leicestershire Strategic Response

11. In order to deliver the Adult Social Care Strategy and the STP there needs to be a sustainable labour market with the appropriate skills, behaviours and competencies. The Adults and Communities Department has developed a Workforce Strategy which is designed to provide a workforce able to implement the Adult Social Care Strategy 2016-2020.
12. The Workforce Strategy focuses on the paid adult social care workforce across Leicestershire and has two strands:
 - i) Focusing on the wider adult social care workforce within Leicestershire where the Council has a statutory duty to facilitate and shape the market for adult social care;
 - ii) Focusing on the internal social care workforce within the County Council.

13. A high-level implementation plan has been developed to support the strategy and this will be used to direct specific work over the life-time of the strategy. Partner agencies and independent sector organisations were invited to comment on the strategy and their views have been included in the final document. Further partnership work will take place during 2017/18 to implement and embed the strategy in the wider sector.

Restructure of Adult Social Care

14. During 2015/16 work commenced to integrate the care pathway with Health at a locality level. This work has continued throughout 2016/17 and has informed the restructure of adult social care. A significant amount of further work is required to ensure that the workforce is confident and equipped to drive the cultural and practice changes required by the Adult Social Care Strategy and the STP. This will include enabling confident professional decision making and devolving demand led budgets to managers.
15. At the start of 2016/17, there were a large number of temporary and unfunded positions within the Department totalling £2million. With the addition of £1.25million Medium Term Financial Strategy savings requirements there was the need to stabilise the workforce and to reduce staffing expenditure.
16. Work has been taking place to stabilise and restructure the internal social care workforce. The full year effect of the work is a saving of £2.9million. The work is split into phases:
- Management: Management structures have been simplified and are more consistent across the department.
 - Commissioning and Quality section: The commissioning section and the quality and compliance sections have been reorganised to focus on more strategic relationships with fewer providers.
 - Care Pathway: The care pathway is being reorganised to support an East/West footprint which mirrors the Clinical Commissioning Groups. Older people's mental health services will be amalgamated with Older Adults services in order to provide a more efficient service.
 - Support Services part 1: The business support function is being reviewed to support the reorganised care pathway and to provide a more consistent support offer.
 - Support Services part 2: The service user finance pathway is being reviewed to remove duplication and to improve service user experience.

Resource Implications

17. Although there are no specific resource implications relating to the Workforce Strategy, demographic pressures are increasing as income reduces resulting in a funding gap. Key changes to the Adult Social Care delivery model are required in the next four years to meet the financial challenges and the workforce needs to be supported to meet those changes.
18. The action plans aim to address the funding gap in full by 2018/19. As a result of the timing of implementation, only £2.10m of the savings requirement will be met in 2017/18. It is expected that this shortfall will be funded either from reserves or early achievement of future years departmental savings targets.

19. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Background Papers

Adult Social Care Strategy 2016-2020 – Report to Cabinet, 5 February 2016

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4599&Ver=4>

Circulation under the Local Issues Alert Procedure

None.

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List of Appendices

Appendix A – Adult Social Care Workforce Strategy 2016-20
Appendix B – Adult Social Care Workforce Strategy 2016-20 Implementation Plan

Relevant Impact Assessments

Equality and Human Rights Implications

20. The Equality and Human Rights implications of the Workforce Strategy have been considered within the Adult Social Care Strategy 2016-2020. Where there are service reductions or significant change, i.e. MH Welfare Rights service is discontinued, a full EHRIA assessment is being completed.



Promoting independence, supporting communities

Adult social care workforce
strategy 2016 – 2020



Foreword

Adult social care helps people do everyday things, participate in their community and safeguards people from significant harm. The number of people who might need adult social care services in the future is expected to rise significantly. This rise in demand comes at a time when funding is decreasing.


In Leicestershire, the council is prioritising adult social care. The council has recently published its Adult Social Care Strategy – 2016-2020 stating the mission “To make the best use of the available resources to keep people in Leicestershire independent”. In order to achieve the vision the adult social care workforce needs to be competent and confident to deliver services as effectively as possible.

We have now written an Adult Social Care Workforce Strategy – 2016-2020, underpinned by an Implementation Plan. This outlines how we will work with partners to build on existing best practice as well as implement new initiatives. This will ensure that the adult social care workforce in Leicestershire is equipped to deliver the Adult Social Care Strategy – 2016-2020.

“To make the best use of a competent and confident workforce to deliver effective adult social care”.




Mr Dave Houseman MBE, County Councillor
Cabinet member for adult social care




Jon Wilson
Director, Adults and Communities

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Introduction

The purpose of the workforce strategy is to assist in the implementation of the Adult Social Care Strategy 2016-2020, through the utilisation of the workforce across Leicestershire. This will involve ensuring the workforce has the appropriate skills, behaviours and competencies to work within roles which have been designed to be in alignment with the strategy's key objectives, together with ensuring there is sufficient capacity and interest within the local labour market to fill the roles that will be necessary to meet growing demand.

The workforce strategy should be read in conjunction with the Adult Social Care Strategy 2016-2020, Adult Social Care Commissioning Strategy 2016-2020 and Market Position Statement.

The workforce strategy focuses on the paid adult social care workforce across Leicestershire. Within the strategy these are divided into two main groups of staff, those employed, and paid, by independent employers, including Personal Assistants and those employed directly by Leicestershire County Council (LCC) both within the adults and communities department and those delivering adult social care support services but from within the wider county council. In addition there will be opportunities for sections of the wider adult social workforce to integrate or work in partnership with health to reap the benefits of the whole health and social care workforce system.

The strategy has two strands; firstly it focuses on the wider adult social care workforce within Leicestershire where LCC has a statutory duty to facilitate and shape the market for adult social care. We also need to identify those areas where employers will need to support and/or work together to make improvements within the sector, and to align with the key design principles and strategic approach of the Adult Social Care Strategy. Within this there will be alignment with the Leicester, Leicestershire & Rutland (LLR) Better Care Together Workforce Strategy.

The second strand focuses on the internal social care workforce within LCC, the majority of which is managed within the adults and communities department. In addition there are some teams delivering adults social care service, e.g. customer services, within other council departments. The workforce strategy specifically addresses staff engagement for these two different groups.

In order to implement the workforce strategy there will be a detailed workforce plan which will build upon each of the strategic themes.

The workforce strategy assists in the implementation of the Adult Social Care Strategy 2016-2020

The National Adult Social Care Workforce

The size and structure of the workforce

In September 2015 Skills for Care produced a report (Skills for Care, 2015), providing an overview of the size and structure of the adult social care sector and workforce in England as of 2014. Within the report the number of adult social care jobs was estimated at 1.48 million, 1.18 million full-time equivalent. Since 2009 there had been a 17% increase in adult social care jobs and shift away from local authority jobs (-27% / -50,000 jobs) towards independent sector jobs (+23% / 225,0000 jobs), the personalisation of adult social care also saw a large increase during this period (estimate +36% / 35,000 jobs).

The report details that 77% of all adult social care jobs are with independent employers. The majority of adult social care jobs are within domiciliary (42%) and residential (42%) services, with community services (13%) and day care (2%) making up the remainder. 76% of jobs were described as directly providing care, 6% were managerial, 6% professional and 11% were other roles not involved in direct care provision. It would therefore be a reasonable assumption to make, that the majority of the adult social care workforce across England who provide and/or manage either residential or domiciliary care, work for independent employers and therefore the way in which Local Authorities seek to shape and influence this workforce needs to take this into consideration.

The report details that in 2013/14 234,000 adults, older people and carers received direct payments from councils for adults social care services and of these it is estimated 70,000 may have employed staff to attend to their care and support needs.

Social care is considered to be a low paid profession, this affects employers' ability to attract and retain staff into and within the sector.

Social care is considered to be a low paid profession, this affects employers' ability to attract and retain staff into and within the sector.

Future workforce demand

The most recent workforce demand modelling exercise has been summarised in the interim findings produced by The Centre for Workforce Intelligence 'Horizon 2035' project (Centre for Workforce Intelligence). The project has reviewed the whole health, social care, public health and voluntary system. It found that demand for workforce time is growing faster than population growth (+0.6% annual growth rate). It is predicated that the demand for health and care workforce time could grow at twice that rate (+1.3%) to 2035. The report highlighted that 80% of additional demand is driven by increasing healthcare and support needs associated with long-term conditions. These long-term conditions were both in the ageing population and working age adults.

Employment law changes

A number of recent legislative and case law decisions have an impact on the adult social care employers and the adult social care workforce system. During the period of the Workforce Strategy (2016-2020) the most significant change will be the introduction of the National Living Wage. From 1st April 2016 the National Living Wage for over 25s is £7.20 per hour, with the figure rising to at least £9.00 per hour by 2020. Although this is an additional financial burden for both local authorities and independent providers, it may also offer an opportunity to improve recruitment and retention within the sector. It will be essential for employers to utilise their workforce effectively, to consider different ways of working, and for commissioners to ensure that standards are maintained through what will be a very challenging financial change for businesses.

There have been a series of recent employment tribunal decisions which are likely to impact on adult social care employers.

Firstly, *Federacionde Servicios Privdos del dyndicato Comisiones obreras v Tyco Integrated Security SI*, where the judgement held that travel time to and from the first and last assignment is counted as working time for the purpose of working time regulations; this would be applicable for domiciliary care workers. This potentially increases the length of breaks workers needed between shifts, which could have an impact on rostering and staff availability.

Another case was *Bear Scotland v Fulton*, where the judgement in this case held that where overtime is worked regularly this should be reflected in holiday pay/entitlement. Two cases, *Whittlestone v BGP* and *Esparon v Slavikovska*, considered how time spent engaged on 'sleep-ins' impacted on their calculation of worker pay. These decisions put pressure on employers to move away from using 'sleep-ins' and finding alternative ways of providing cost effective care overnight. For social care employers these Employment Tribunal cases potentially add additional cost and complexity to managing their workforce.

Through a rolling programme of compliance employers, starting with the largest, have had to auto enrol employees who met a minimum criteria into their workplace pension scheme. The pension auto enrolment legislation aims to increase the percentage of the workforce contributing towards a pension on the basis that more people will contribute if they need to act to withdraw from it rather than to join it. The implication for employers is that as pension auto enrolment is implemented the percentage of their workforce enrolled within their workplace pension will increase. This will result in an increase in the employer contribution required to the pension scheme. The exact implications are difficult to estimate however pension scheme opt outs are higher among lower paid and part-time staff groups and therefore within social care the impact could be less than in other workforce sectors.

During the period of the Workforce Strategy (2016-2020) the most significant change will be the introduction of the National Living Wage.

Context in Leicestershire

Workforce profile

The National Minimum Data Set-Social Care (NMDS-SC) as at July 2015 reported (Skills for Care, 2015) that within Leicestershire there were 6,700 adult social care posts. Although local authorities are required to complete the NMDS-SC independent providers are not; therefore the NMDS-SC cannot provide the whole picture. In July 2015 Skills for Care provided an estimate that within Leicestershire there were 15,700 adult social care workers; 12,000 direct care workers, 1,200 managerial/supervisory workers, 500 professionals and 2,000 jobs in other non-care providing roles in social care. The majority of positions held are full-time (61%) which is similar to that of the East Midlands region (55%). The average number of sickness days taken in Leicestershire was seven which is lower than the regional average of eight days per year.

The NMDS-SC shows that Leicestershire has an average staff turnover of 31% as at July 2015 which is higher than that of the East Midlands region (25.2%). Direct care has the highest rate turnover rate (38.7%), followed by professional staff (18.6%) and managerial staff (9.2%). Within the last 12 months this equates to 4,650 direct care vacancies, 100 manager vacancies and 100 professional vacancies.

The NMDS-SC demographic data shows that the majority of the Leicestershire workforce is aged between 50 and 54, with an average age of 42. It is estimated that 1,600 post holders could be lost to retirement over the next 5 years. The majority of the workforce is female (85%). The percentage of BME workers (16%) is slightly higher within Leicestershire than within the East Midlands as a region (13%).

According to the NMDS-SC in July 2015, the average hourly pay for direct care workers in Leicestershire was £7.15. Skills for Care have estimated that the number of jobs paid less than £7.20 (the initial NLW rate for over 25s) held by people aged 25 and over was 53% of the direct care workforce within Leicestershire.

In June and July 2015, the BCT workforce strategy group undertook surveys and interviews with 56 independent sector providers across a range of adult social care services within Leicester, Leicestershire and Rutland. Of these providers, 85% reported that they experienced significant difficulties in recruiting in the current market. They also stated that retention of staff was a challenge. The reasons they gave for staff leaving their employment were, pay (63% of providers), career progression (36%), stress (34%) and working patterns (30%).

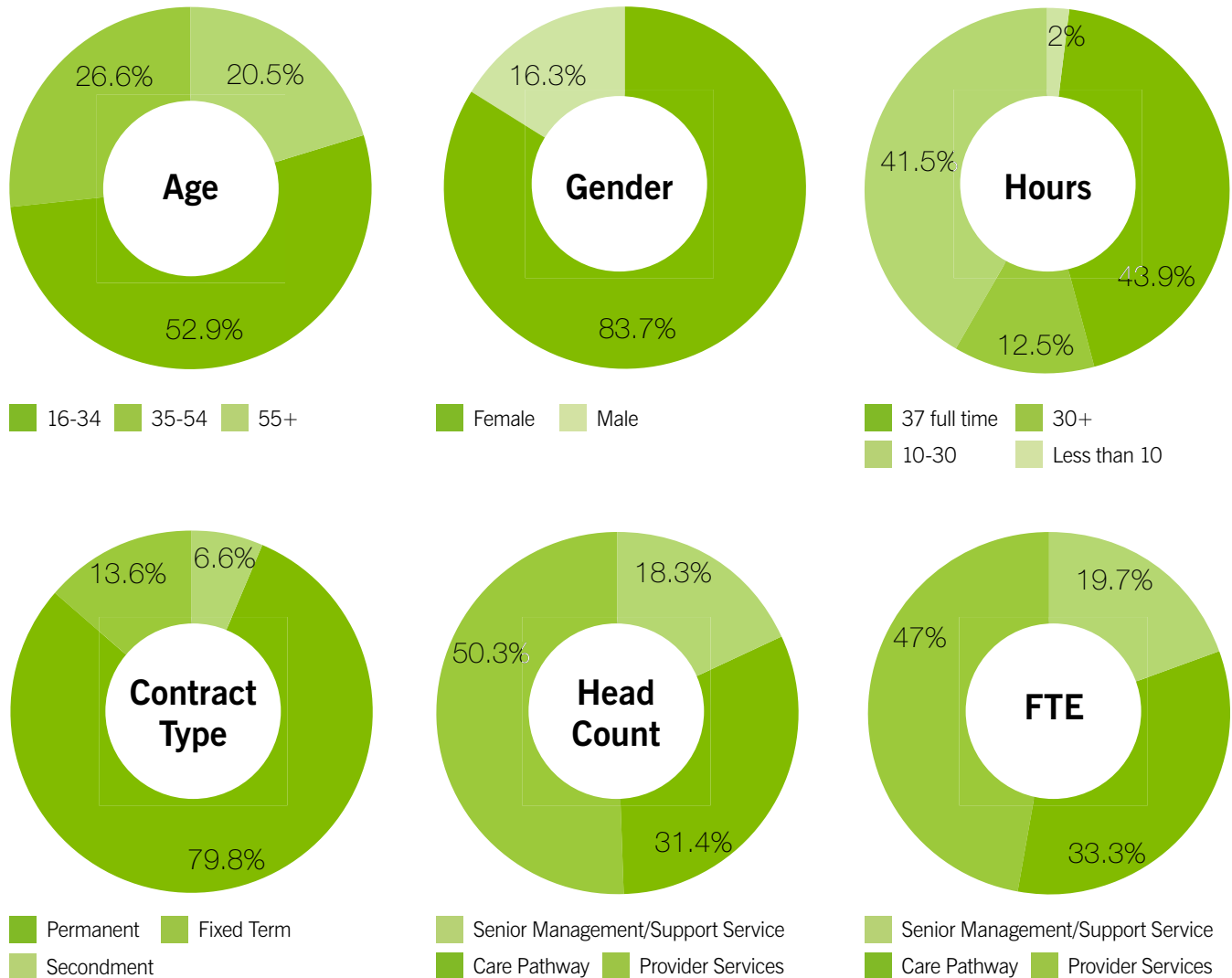
The sub-regional workforce group which provides strategic direction for workforce development across Leicester, Leicestershire & Rutland, is made up of representatives from the independent sector and the local authorities

It is estimated that 1,600 post holders could be lost to retirement over the next 5 years.

for these regions. Representatives from the group have raised concerns that they experience difficulty in recruiting to both residential and domiciliary care posts; and that there is a shortage of CQC registered managers

Adult social care workforce within Leicestershire County Council

In January 2016, the county council adult social care workforce within the adults & communities department had a headcount of 1473, of which 56.1% of individuals worked on a part-basis. The workforce is highly feminised with 83.7% of employees being women. The average age across the workforce was 46 years old; only 20.5% were under 34 years of age.



56.1% of the workforce worked on a part-time basis, with 41.5% working between 10 and 30 hours per week. A total of 20.2% of the workforce was appointed on either a fixed term or secondment basis with 79.8% having permanent status in their current role, 4.8% of the workforce has declared themselves as having a disability, 14.7% have declared themselves as BME and 1.7% have declared themselves as gay, lesbian or bisexual. Across these three diversity indicators, we have not obtained information on the status of staff (16.5%) regarding their disability status, ethnicity (13.6%) and sexual orientation (59.4%). There are low levels of staff declaration that they do not wish to identify a status, 0.7% for disability, 0.5% for ethnicity and 3.3% for sexual orientation.

The workforce can be segmented into three sectors, senior management/support services, care pathway and provider services. Senior manager/support services make up 18.3% (1.1% senior mgmt./17.2% support services) of the posts within the department. The care pathway works across a range of localities, split into teams focusing on urgent and planned work, or in designated teams, these make up 31.4% of the posts within the department. By far, the largest section of the internal workforce is the provider services. These make up 50.3% of the posts within the department.

Staff turnover at the end of 2015 was 14.3%; the voluntary turnover rate was 11.8%. Among the list of leavers during 2015 frequent job titles included; administrator, occupational therapist, care assistant, community support worker, community opportunities support worker, home care assistant and support worker.

Adult social care managers have reported recent difficulties with recruiting to the following types of posts; newly qualified social worker, experienced social worker, approved mental health professional, bestinterest assessor and support worker.

At the end of 2015/16 quarter 3, the adults and communities department reported a sickness absence rate of 11.33 days per FTE. Focusing only on the adult social care services within the department the sickness absence level would report at 12.42 days per FTE.

The staff survey was completed in 2015, and the results for adults and communities showed an improved response rate from the 2012 survey. The departmental average response to attitudinal questions was 73.9%, slightly below the LCC average of 76.3%. Significant improvements could be seen in the responses to questions about LCC being a good employer, change being well communicated and opportunities for flexible working. Areas where responses were lower and need to be addressed were in relation to how well change was managed, whether staff felt it was safe to speak up and challenge and whether they felt stress affected their job performance. For the first time the survey asked staff which work factors mattered to them; adults and communities staff placed job satisfaction and work/life balance above pay and benefits and career development.

In January 2016 a health check of all staff within the care pathway was undertaken in line with the 'Social Worker Standards for Employers'. The most positive responses included that 90% of staff reported that team meetings were taking place frequently and 82.6% of staff felt well supported by their manager in their case work on a daily basis. In the main, most respondents reported that there was a positive learning culture; however there was more that could be done. Areas for development included supervision practice, the implementation of a case management and audit tool, an examination of career path for community support workers and a review of the quality of communication as feedback had been mixed across the teams/localities.

Adult social care managers across the sector report difficulties with recruitment and retention.

Leicestershire County Council is seen as being a good employer with a positive learning culture.

The Medium Term Financial Strategy (MTFS)

The Care Act provided £2m funding for additional posts in 2015/16, however following the decision in July 2015 to postpone phase 2 it was announced in the comprehensive spending review that funding had significantly reduced. The Medium Term Financial Strategy includes a specific workforce related savings target for directly employed LCC staff in 2017/18 (£0.9m). The combined impact of these two factors have resulted in adult social care teams having approximately £2.7 of posts which do not have funding identified after 2016/17 and a significant level of spend on agency staff. Departmental reserves are being utilised in 2016/17 to fund the Care Act posts, alongside the use of a departmental recruitment panel to manage the position in the short term.

Adult Social Care Strategy 2016-2020

The key elements of the strategy are summarised below, the Workforce Strategy should be read with the full version of the Adult Social Care Strategy 2016-2020.

Our mission:

To make the best use of the available resources to keep people in Leicestershire independent

Our principals:

Our future model for social care will work to a set of principles which aim to put the person at the centre, and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately

The right person: people who need support are identified and prioritised

The right time: to prevent things getting worse, increase resilience and maximise independence

The right place: at home, in the community or in a specialist setting – according to need and what is most cost-effective

The right support: just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills

The right partner: working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support



Our strategic approach:

We have developed a 'layered' approach model, designed to ensure that people can get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise people's independence.



Prevent need – universal services, promoting wellbeing

Reduce need – targeted interventions for those at risk

Delay need – re-ablement, rehabilitation, recovery

Meeting need – progressive planning – using a broad set of social resources (family, community, personal budgets) to ensure affordability and maximise independence

Summary of challenges and future direction

Across England, adult social care has been changing. There has been a shift away from direct delivery towards the independent sector and that too has been seen within Leicestershire. Nationally and locally, social care experiences difficulties with low pay, recruitment and retention. Looking forward to the future it seems certain that the need for health and social care workers will be in greater demand than ever before and Leicestershire will experience this locally.

The Care Act 2014 requires changes to the way in which services keep people safe. Embedding Making Safeguarding Personal (MSP) across Leicestershire, and being assured of its positive impact on service quality and outcomes for service users, is a priority for the council. Increasing understanding and competence in the use of MSP is taken forward through the multi-agency Leicestershire Safeguarding Adults Board. The workforce

Changes in employment law will undoubtedly add additional cost for employers; however they also provide an opportunity to improve the terms and conditions of social care staff and by default an opportunity to change the profile of social care as a career option.

Within Leicestershire there is a lack of data about the workforce due to low completion rates of the NMDS-SC by independent sector employers. In order to provide support to the workforce it will be essential to require our independent providers to make an NMDS-SC submission on at least an annual basis.

Within LCC, the workforce profile highlights some of the issues which are addressed within the strategic themes. The MTFs details significant workforce savings which are also addressed within the strategic themes. The Adult Social Care Strategy 2016-2020 provides the direction of how the challenges over the 4 year period will be met. Our contribution towards the delivery of the BCT Workforce Strategy together with other specific pieces of integration work will be key to meeting the workforce challenges which health and social care face both in the medium and long term.

Increasing understanding and competence in the use of Making Safeguarding Personal is taken forward through the multi-agency Leicestershire Safeguarding Adults Board.

Workforce strategic themes across Leicestershire

Strategic theme 1:

Workforce engagement

Social care workers across Leicestershire understand the mission, principles and strategic approach within the Adult Social Care Strategy 2016-2020, and how they contribute towards its delivery, within their role.

Workers understand what the strategy means for them, why they need to work differently, engage in learning and development, access new information, or work in partnership with new services or organisations.

To support independent sector employers we will:

- Ensure information and advice is available on how to implement the strategy through workforce engagement
- Make clear within our market facilitation, procurement and contract information our expectations in terms of how workers need to deliver services in line with the strategy
- Ensure information and advice is available to micro employers and personal assistants on how to implement the strategy

With our internal workforce we will:

- Develop and implement an employee engagement plan, this will include staff employed within the wider council delivering and supporting social care activities
- Ensure that individuals understand how the performance of their role delivers the Adult Social Care Strategy and are confident enough to implement the strategy

Strategic theme 2:

Prevention of need

Workers have the knowledge, skills and confidence to identify and take action to prevent illness or injury and increase independence.

Workers understand how to prevent illness or injury and increase independence. They do this proactively as part of their day to day activities. Prevention is part of what everyone does every day.

To support independent sector employers we will:

- Ensure information and advice is available to independent providers and the broader social care workforce which enables their staff to deliver preventative messages, signpost service users to prevention services and increase people's independence through their daily work
- Ensure information and advice regarding preventative measures is available to micro-employers and personal assistants.
- Make clear our expectations regarding delivery of the prevention agenda within all contracts held by the department, including the identification and usage of community based sources of support
- Work with partners and other LCC departments to promote the preventative approach across all relevant commissioned services

With our internal workforce we will:

- Ensure staff identify community/family based solutions to prevent or minimise future need
- Provide information and advice to staff on the range of prevention services and how to access them
- Ensure everyone understands how they can prevent need within their role and check this understanding through supervision

Strategic theme 3:

Reducing need

Workers have the knowledge, skills and confidence to identify those who are most at risk of having future needs and proactively use early intervention services to reduce future need.

Workers understand how to identify those individuals who through early intervention could sustain their independence for longer. They proactively refer individuals to appropriate early intervention services.

To support independent sector employers we will:

- Work with providers to explore opportunities to reduce workforce costs through the provision of assistive technology
- Ensure providers support their customers to plan ahead and ensure awareness of what to do in a crisis
- Ensure providers identify, recognise and support unpaid carers to continue in their caring role
- Ensure information and advice regarding early intervention services is available to independent providers to enable their staff to appropriately signpost service users to early intervention services
- Encourage independent sector providers to deliver learning and development to staff to support early intervention, crisis intervention and progression models of care
- Ensure information and advice regarding early intervention services and progression models is available to micro employers and personal assistants

With our internal workforce we will:

- Provide information and advice to staff on the range of early intervention services and how to access them
- Ensure the use of equipment and technology is at the forefront of our social care offer
- Ensure staff understand crisis intervention and progression models and are able to practise these as models of social care
- Ensure everyone understands how they can reduce need within their role and check this understanding through supervision
- Ensure staff understand how unpaid carers can be supported to maintain their caring role

Strategic theme 4:

Delaying need

Workers who work with individuals who have experienced a crisis or who have an illness or disability, following an accident or onset illness, will work with them, their families and community to minimise the effect of the disability or deterioration.

Workers will ensure the best outcomes are achieved through the most cost effective support; interventions will include re-ablement, rehabilitation and recovery illness or disability.

To support independent sector employers we will:

- Make clear within our commission, procurement and contract information the expectations for providers to deliver re-ablement, rehabilitation or recovery services in terms of how workers promote independence
- Support the effective delivery of all commissioned services which delay need
- Support micro-employers to deliver services which promote independence

With our internal workforce we will:

- Develop the understanding and skill of the care pathway workforce to ensure the best outcomes are achieved through the most cost effective support
- Develop the integration of back office functions to support the delivery of joint commissioning approaches such as Help to Live at Home
- Ensure all staff are deployed and supported to deliver re-ablement, recovery and progressive models of care across all service user groups and in all settings

Strategic theme 5:

Meeting need

The need for local authority funded social care will be determined once personal and community resources and assets have been identified and fully explored.

Workers focus primarily on increasing an individual's independence and the support they have or could gain from their own social network. Workers ensure any social care that is required is cost effective; that there is a continuous focus on promoting independence and reviewing what paid care is required, if any.

To support independent sector employers we will:

- Ensure information and advice on progressive models of support is available so they can enable their staff to manage the expectation of service users and their families/carers and maximise the use of non-local authority funded support to meet individual outcomes
- Develop learning and development opportunities to increase understanding and delivery of just enough support to maximise independence and share examples of innovative approaches to support progressive approaches
- Ensure information and advice on progressive models of support is available to micro employers and direct payment recipients so that they can maximise their independence.

With our internal workforce we will:

- Develop the understanding and skill of everyone to ensure that people who are assessed as eligible, receive just enough support which is reviewed to reflect continued changes in their independence and family/community support
- Ensure that we have the right staff with the right skills in the right place to deliver the right care alongside the right partners to promote self-reliance and reduce dependence on social care services
- Promote innovative approaches to meeting outcomes, based on individual, community and family assets

Strategic theme 6:

Workforce planning and economics

Funding for social care is reducing at the same time as workforce costs, due to changes in employment law, are rising. Together with rises in the demand for social care, due to demographic pressures, employers face the increasing need to make efficiencies in the way in which they utilise their workforce.

Alongside these pressures there is already difficulty with the supply of social care workers. Predicted reductions in the number of working age adults, rising numbers of older dependants and competition from the service sector for entry level jobs, present yet another complication to the pressure employers are facing. Internally the department has significant savings to make as part of the MTFS; some of these will need to be made through changes in the utilisation of the workforce. Independent providers are likely to also find that they will need to make changes to their workforce in order to meet the challenges they face running their businesses.

To support independent sector employers we will:

- Support the Leicestershire Social Care Development Group (LSCDG) and other training providers to provide leadership and management training which meets the changing needs of providers, therefore enabling them to manage their businesses successfully within the changing financial climate
- Seek to have a more strategic relationship with fewer larger providers and therefore be able to provide them with more support in managing the financial challenges which social care faces
- Require all social care providers with which we hold a contract to complete the NMDS-SC on an annual basis to provide us with the necessary data we need to support the development of the Leicestershire social care workforce
- Work with all social care providers, micro employers and direct payments recipients to promote the completion of the NMDS-SC on an annual basis to provide us with the necessary data we need to support the development of the social care workforce in Leicestershire.
- Work with providers to embed Social Value principles that encourage workforce skill sharing and workforce resource sharing between providers with the aim of improving efficiency and lowering costs

With our internal workforce we will:

- Engage our managers in workforce planning across our services to ensure they understand our current workforce and what we need to meet demand, and to inform decision making about change
- Undertake a review of directly provided services which aims to provide viable and sustainable models of delivery. This may involve changes to job design, structure, career pathways and grading
- Undertake a review of care pathway resources, to include job design, structure, career pathways and grading
- Undertake a review of support services, to include job design, structure, career pathways and grading
- Review and manage the use of agency staffing and reduce the amount to an agreed target
- Review sickness absence on a quarterly basis and reduce the level to an agreed target
- Ensure coordinated vacancy management processes are in place, overseen by the assistant directors
- Undertake a department wide review of posts which are not permanently funded
- Undertake a department review of secondments and fixed term posts to ensure that employees are appropriately contracted
- Ensure the principles and practice of smarter working has been embedded within the department to maximise the benefits of increases in productivity and job satisfaction
- Understand existing funding arrangements with external organisations to ensure:
 - The impact of changing services is known
 - funding reflects which organisations benefit from the work e.g. health or housing

Strategic theme 7:

Workforce supply

We need to shape the local social care job market to support the needs of LCC and independent employers

As has been outlined, over the next four years, employers will have to make changes to comply with changes in legislation and employment case law. These changes will inevitably lead to additional cost; however they also provide an opportunity to improve pay and conditions within the social care sector and ultimately improve the profile of social care as a career option. In addition, across the sector and internally within LCC there are a variety of posts which are becoming more difficult to recruit and retain. As pay and conditions improve within the independent sector, LCC may find that it loses its position in the market place and we will need to consider how we attract and retain our staff in other ways.

To support independent sector employers we will:

- Work with other stakeholders to support the development and promotion of the local health and social care labour market including work placements and work experience opportunities
- Commission and procure sustainable social care services which meet legislative requirements
- Support the LSCDG to facilitate a programme for registered managers
- Support the development of the personal assistant market to meet the needs to individuals wishing to become micro employers and direct payments recipients
- Enhance the profile of the social care sector in the delivery of economic development and strategic growth initiatives

With our internal workforce we will:

- Ensure all employment legislation is implemented and the improvements this makes to terms and conditions for care workers is promoted within our recruitment activity
- Coordinate recruitment activity for hard to fill posts and consider alternative job design to overcome these difficulties where appropriate
- Work in partnership with our managed service provider to find cost effective solutions to workforce supply
- Establish a strategic relationship with key universities to influence social care education and to access high quality graduates for our workforce
- Actively contribute to the development of a corporate recruitment and retention strategy to ensure our position as an employer of choice including work placements and work experience opportunities
- Access funding opportunities aimed at developing future skills e.g. European Social Fund

Strategic theme 8:

Workforce development

Staff will be developed to ensure that people have the right skills and knowledge, the right tools available, and are deployed in the right place

The workforce need a range of basic learning and development ranging from induction, statutory training, through to personal development. At a time of decreased funding, it is essential that we have a strategic approach to agreeing the priorities for learning and development and that these are informed from the Adults Social Care Strategy 2016-2020 together with statutory requirements.

To support independent sector employers we will:

- Continue to support the work for the LSCDG through the sub-regional workforce group and develop a training plan for the independent sector which supports outcome-focused, person-centred, safeguarding practice
- Work with the BCT workforce group to integrate workforce development where there is benefit for the health and social care system
- Work to develop the personal assistant market to meet the needs to individuals wishing to become micro employers and direct payment recipients

With our internal workforce we will:

- Develop a workforce development plan to support the implementation of the Adult Social Care Strategy 2016-2020, with specific focus on the principles and strategic approach and how these influence ways of working
- Include within the workforce development plan all necessary mandatory health and safety, corporate and other learning and development required by legislation
- Ensure the workforce development plan supports outcome-focused, person-centred, safeguarding practice.
- Ensure the workforce development plan includes provision for CQC registered services to meet the 5 KLOE; safe, effective, caring, responsive and well led
- Utilise the care certificate as an induction and development tool
- Support changes in job design and structures which are a result of the changes required to meet the MTFs and implementation of the Adult Social Care Strategy 2016-2020
- Provide a range of learning and development activities to support the culture and behaviour change required to enable the implementation of the Adult Social Care Strategy 2016-2020
- Seek to utilise methods of learning and development that are effective but that are time efficient for the learner and the department

Strategic theme 9:

Health integration

Employers will seek to work collaboratively with health, to share resources where this provides a benefit to the health and social care system.

Better Care Together (BCT) will provide opportunities for social care employers to work together and with health colleagues to find new ways to structure roles and deliver services. This will be necessary to meet future demands.

To support independent sector employers we will:

- Work with the BCT workforce group to develop opportunities and engage providers through the sub-regional workforce group
- Support the development of the local health and social care labour market through a BCT funded post, hosted by LCC
- Ensure we understand the impact of the 'left shift' arising from Better Care Together on the social care workforce and take action to secure funding to support this
- Work with health to ensure that social care staff have the highest level of competence and skill in carrying out delegated health tasks.

With our internal workforce we will:

- Work with the BCT workforce group to develop opportunities for health and the LCC workforce to benefit from integration. For example, this could include integrated roles, redesign of roles/tasks into social care or coordinated recruitment across health and social care.

Strategic theme 10:

Health, safety and wellbeing

The health, safety and wellbeing of social care workers across Leicestershire is a priority for everyone.

Workers and employers understand and exercise their health and safety responsibilities, and seek to promote wellbeing at work.

To support independent sector employers we will:

- Make clear within our procurement and contract information our requirements in terms of employee health, safety and wellbeing
- Work through the LSCDG to continue to provide a range of workforce development activities for independent sector providers to meet their health, safety and wellbeing responsibilities
- Ensure micro providers and direct payment recipients are able to access information and advice regarding their health and safety responsibilities.

With our internal workforce we will:

- Ensure all staff complete mandatory health and safety training
- Continue to develop our population of mental health first aiders. All managers to have completed at least the Mental Health First Aid Lite course
- Continue to undertake a yearly health check of our care pathway workforce and agree actions to address any issues
- Agree a departmental action plan to address issues arising from the staff survey
- Support and implement any initiative arising from the corporate Wellbeing Being Charter

Strategic theme 11:

Workforce equality and diversity

Employers will ensure that the workforce has equality of opportunity and that as the workforce changes it continues to strive to be representative of the local population

Employers will ensure that their policies and procedures provide for equality of opportunity. LCC will monitor the diversity of the wider workforce and consider interventions to improve how representative of the local population it is.

To support independent sector employers we will:

- Make clear within our procurement and contract information our requirements in terms of workforce equality and diversity
- Encourage all social care providers to complete the NMDS-SC on an annual basis to provide us with the necessary data we need to monitor the diversity of the Leicestershire social care workforce

With our internal workforce we will:

- Monitor the diversity of the workforce and take action to meet agreed targets
- Take action to improve the levels of employee declaration

References

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Adult social care workforce strategy 2016-2020

Implementation plan



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Strategic theme 1:

Workforce engagement

Objective: Social care workers across Leicestershire understand the mission, principles and strategic approach within the Adult Social Care Strategy 2016-2020, and how they contribute towards its delivery, within their role.

Outcome: Workers understand what the strategy means for them, why they need to work differently, engage in learning and development, access new information, or work in partnership with new services or organisations.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working to develop and implement sector wide training and development.	Provider organisations Leicestershire County Council LSCDG Health	2016-2020	Leicestershire County Council LSCDG	Provision of support and guidance to independent adult social care employers on how to identify how to implement the strategy and engage with their workforce
Procurement, engagement and communication reviewed Contract amendments Included in HTLAH communication Compliance and monitoring procedures reviewed Development of LCC Support Plans to reference this item.	Leicestershire County Council Provider organisations Health	2016-2017	Leicestershire County Council	Market facilitation, procurement and contract information clearly states our expectations in terms of how workers need to deliver services in line with the Strategy
Direct Payment employer and Personal Assistant (PA) approach, including training requirements for employers & PAs, to be agreed. Micro-employer support approach to be agreed. Ownership of approach implementation to be agreed.	Leicestershire County Council Direct Payment employers Personal Assistants Micro-employers Health	2016-2020	Leicestershire County Council	Provision of information, advice and support to micro employers and personal assistants on how to implement the strategy
Strategic workforce strategy employee engagement plan to be agreed and implemented.	Leicestershire County Council	2016-2020	Leicestershire County Council	An employee engagement plan is implemented to all LCC staff delivering and supporting social care activities
Strategic workforce strategy employee engagement plan to be agreed and implemented. Check through supervision and team meetings	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care workers understand how the performance of their role delivers the Adult Social Care Strategy.

Strategic theme 2:

Prevention of need

Objective: Workers have the knowledge, skills and confidence to identify and take action to prevent illness or injury and increase independence.

Outcome: Workers understand how to prevent illness or injury and increase independence. They do this proactively as part of their day to day activities. Prevention is part of what everyone does every day.

Work required	Contributors	Time frame	Lead area	Outputs
Facilitate development of local directory (either existing or new facility) Increase take-up of LSCDG training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of self-serve to independent providers	Leicestershire County Council Provider organisations Locality based organisations LSCDG Health	2016-2020	Leicestershire County Council	Provision of information and advice to independent providers to enable their staff to deliver preventative messages, sign post service users to prevention services and increase peoples independence through their daily work
Council contracts are amended to show requirements relating to delivery of the prevention agenda	Leicestershire County Council	2016-2017	Leicestershire County Council	The council's expectations regarding delivery of the prevention agenda within council contracts is clearly identified
Build partnership approach with provider organisations	Leicestershire County Council Provider organisations Locality based organisations Health	2016-2020	Leicestershire County Council	A partnership approach is in place to promote the preventative approach across all commissioned services
Facilitate development of local directory (either existing or new facility) Increase take-up of LSCDG training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of self-serve	Leicestershire County Council LSCDG Micro-employers Direct Payment employers Personal Assistants Health	2016-2020	Leicestershire County Council	Provision of information and advice regarding prevention to micro employers and personal assistants

Strategic theme 2:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Develop, promote and maintain easy-use local directory	Leicestershire County Council Provider organisations Locality based organisations Micro-employers Direct Payment employers Personal Assistants Health	2016-2020	Leicestershire County Council	Independent sector workers are aware of and can identify community / family based solutions to prevent or minimise future need
Facilitate development of local directory (either existing or new facility) Increase take-up of training. Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of ASC Strategy approach Include in Support Planning and application of Cost Effective Care Policy	Leicestershire County Council	2016-2020	Leicestershire County Council	Provision of information and advice to LCC staff on the range of prevention services and how to access them
Increase take-up of training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of ASC Strategy approach Include in Support Planning and application of Cost Effective Care Policy	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC staff understand how they can prevent need within their role and check this understanding through supervision

Strategic theme 3:

Reducing need

Objective: Workers have the knowledge, skills and confidence to identify those who are most at risk of having future needs and proactively use early intervention services to reduce future need.

Outcome: Workers understand how to identify those individuals who through early intervention could sustain their independence for longer. They proactively refer individuals to appropriate early intervention services.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way)	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers can identify opportunities to reduce workforce costs through the provision of assistive technology
Information and best practice sharing with providers	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers are able to support their customers to plan ahead and ensure they have a plan for potential crisis situations
Information and best practice sharing with providers	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers are able to identify, recognise and support unpaid carers to continue in their caring role
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Local directory of services Review website "message" Online care assessments Online self-assessment and self-service offer Online financial advice referral route	Leicestershire County Council Provider organisations Locality based organisations Health	2016-2020	Leicestershire County Council with provider organisations	Provision of information and advice to independent providers to enable their staff to sign post service users to early intervention services
Information and best practice sharing with providers LSCDG agreed training plan reflects Workforce Strategy requirements	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with provider organisations	Independent sector providers deliver learning and development to staff to support early intervention, crisis intervention and progression models of care

Strategic theme 3:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Local directory of services Online care assessments Online self-assessment and self-service offer Online financial advice referral route Skills for Care links and information	Leicestershire County Council Micro employers Personal Assistants Direct Payments employers	2016-2020	Leicestershire County Council with micro employers	Provision of information and advice regarding early intervention services to micro employers and personal assistants
Information and best practice sharing Local directory of services Online care assessments Online self-assessment and self-service offer Online financial advice referral route Review ASC "front door" model	Leicestershire County Council	2016-2017	Leicestershire County Council	Provision of information and advice to LCC staff on the range of early intervention services and how to access them
Use of Assistive Technology is integral to prevention agenda, self-service and support planning	Leicestershire County Council Provider organisations District & Borough Councils	2016-2017	Leicestershire County Council	The use of equipment and technology is at the forefront of our social care offer.
Information and best practice sharing Review learning and development plan	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care staff understand crisis intervention and progression models and are able to practise these as models of social care
Information and best practice sharing Local directory of services Review ASC "front door" model Review supervision practice Review Team Senior role Ensure Cost Effective Care policy is implemented consistently Audit case files Roll out decision tool to enable risk assessments.	Leicestershire County Council Health District & Borough Councils Partner agencies	2016-2020	Leicestershire County Council	All LCC social care staff understand how they can reduce need within their role and understanding is checked through supervision
Information and best practice sharing Review learning and development plan	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care staff understand how unpaid carers can be supported to maintain their caring role

Strategic theme 4:

Delaying need

Objective: Workers work with individuals who have experienced a crisis or who have an illness or disability, following an accident or onset illness, their families and community to minimise the effect of the disability or deterioration.

Outcome: Workers ensure the best outcomes are achieved through the most cost effective support; interventions include reablement, rehabilitation and recovery from mental health difficulties.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement activity Review contracts Review compliance and monitoring activity Partnership working with providers to ensure understanding and expectations, sharing information and best practice. HTLAH to include in communication and engagement activity. Review effectiveness of transferring cases between sectors Manage service user expectations of service to be delivered and outcomes to be achieved Roll out care certificate to all staff groups	Leicestershire County Council Health Provider organisations LSCDG	2016-2020	Leicestershire County Council	Procurement and contract information clearly states our expectations for providers delivering reablement, rehabilitation or recovery services in terms of how workers promote independence
Partnership working with providers to ensure understanding and expectations, sharing information and best practice.	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council	External providers will support the effective delivery of all commissioned services which delay need.
Best practice and information sharing	Leicestershire County Council Micro-employers Health	2016-2020	Leicestershire County Council	Micro-employers deliver services which promote independence
Help to Live at Home (HTLAH) programme	Leicestershire County Council Health	2016-2017	Leicestershire County Council with Health	The HTLAH project is delivered

Strategic theme 4:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
<p>Information and best practice sharing</p> <p>Local directory of services</p> <p>Review ASC “front door” model</p> <p>Review supervision practice</p> <p>Review Team Senior role</p> <p>Ensure Cost Effective Care policy is implemented consistently</p> <p>Audit case files</p> <p>Roll out decision tool to enable risk assessments.</p>	<p>Leicestershire County Council</p> <p>Health</p> <p>District & Borough Councils</p> <p>Provider organisations</p>	2016-2020	Leicestershire County Council	The LCC social care workforce have the understanding and skill to ensure the best outcomes are achieved through the most cost effective support
<p>HTLAH programme</p> <p>Review Business Support & CCF model</p>	<p>Leicestershire County Council</p> <p>Health</p>	2016-2017	Leicestershire County Council with Health	The LCC back office functions are integrated with health to support the delivery of the Help to Live at Home project
<p>Workforce planning in place</p> <p>ASC Strategy is embedded in planning and delivery</p> <p>Training plan supports delivery of reablement, recovery and progressive models of care across all service user groups.</p>	<p>Leicestershire County Council</p> <p>Health</p> <p>Provider organisations</p>	2016-2020	Leicestershire County Council	LCC social care staff are deployed and supported to deliver reablement, recovery and progressive models of care across all service user groups and in all settings.

Strategic theme 5:

Meeting need

Objective: Personal and community resources and assets are identified and fully explored prior to accessing local authority funded social care.

Outcome: Workers focus primarily on increasing individual's independence and the support they have or could gain from their own social network. Workers ensure any social care that is required is cost effective; there is a continuous focus on promoting independence and reviewing what paid care is required, if any.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Gain provider acceptance and implementation of ASC Strategy & Cost Effective Care policy Utilise information from TLAP and Skills for Care Review assessment and review approaches	Leicestershire County Council Provider organisations Skills for Care TLAP	2016-2020	Leicestershire County Council	Provision of information and advice on progressive models of support to independent providers to enable their staff to manage the expectation of service users and their families/ carers and maximise the use of non-local authority funded support to meet individual outcomes
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Gain provider acceptance and implementation of ASC Strategy & Cost Effective Care policy Utilise information from TLAP and Skills for Care Review assessment and review approaches	Leicestershire County Council Provider organisations Skills for Care TLAP	2016-2020	Leicestershire County Council	Learning and development opportunities are available to increase understanding and delivery of just enough support to maximise independence and share examples of innovative approaches.
Agree approach for Direct Payments employers and Personal Assistants Utilise information from TLAP and Skills for Care PA training and certification Explain ASC Strategy and Cost Effective Care policy and gain support from employers to implement Establish employer support model Review assessment and review approaches	Leicestershire County Council Micro-employers Personal Assistants Skills for Care TLAP Provider organisations	2016-2020	Leicestershire County Council	Provision of information and advice on progressive models of support to micro employers to enable the management of their expectations

Strategic theme 5:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Internal training plan is reviewed LCSDG training plan is reviewed	Leicestershire County Council Leicester City Council Health partners Provider organisations	2016-2020	Leicestershire County Council	Learning and development opportunities are developed to increase understanding and delivery of “just enough support”.
Information and best practice sharing Review ASC “front door” model Review supervision practice Review Team Senior role Ensure Cost Effective Care policy is implemented consistently Audit case files Roll out decision tool to enable risk assessments Review assessment and review approaches	Leicestershire County Council	2016-2020	Leicestershire County Council	LCC staff have the understanding and skill to ensure that people who are assessed as eligible, receive ‘just enough’ support which is reviewed to reflect continued changes in their independence and family/ community support.
Workforce planning in place ASC strategy embedded in working practice	Leicestershire County Council Health Provider Organisations	2016-2020	Leicestershire County Council	LCC has the right staff with the right skills in the right place to deliver the right care alongside the right partners to promote self-reliance and reduce dependence on social care services.
Support planning approaches are reviewed Cost Effective Care policy is implemented consistently Audit case files Roll out decision tool to enable risk assessments Review assessment and review approaches	Leicestershire County Council	2016-2020	Leicestershire County Council	Innovative approaches to meeting outcomes, based on individual, community and family assets are promoted.

Strategic theme 6:

Workforce planning and economics

Objectives: The social care workforce in Leicestershire is efficiently utilised in order to cope with the rising demand for social care and the reduction in funding.

Outcome: The way that the workforce is utilised to deliver social care has been changed in order to meet the rising demand and the MTFs savings targets.

Work required	Contributors	Time frame	Lead area	Outputs
Gain provider agreement to complete NMDS-SC returns Review career path for care staff	Leicestershire County Council LSCDG Provider organisations Skills for Care	2016-2020	Leicestershire County Council	The LSCDG is supported to provide leadership and management training which meets the changing needs of providers, therefore assisting them to manage their businesses successfully within the changing financial climate.
HTLAH implementation Review contractual relationship with non-domiciliary care sectors	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with Health	LCC has a more strategic relationship with fewer larger providers and is therefore able to provide them with more support in managing the financial challenges social care faces.
Amend contracts	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council	All LCC social care contracts require social care providers to complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.
Gain provider agreement to complete NMDS-SC returns	Leicestershire County Council LSCDG Provider organisations Skills for Care	2016-2020	Leicestershire County Council with Skills for Care	All social care providers complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.
Learning and development plan is reviewed Career pathway is reviewed	Leicestershire County Council Provider organisations Skills for Care	2016-2020	Leicestershire County Council	The application of Social Value principles is embedded to encourage workforce skill sharing and workforce resource sharing between providers with the aim of improving efficiency and lowering costs.
Learning and development plan is reviewed Career pathway is reviewed	Leicestershire County Council Micro employers Skills for Care	2016-2020	Leicestershire County Council	All micro employers and direct payment recipients complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.

Strategic theme 6:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Workforce modelling pilot in ASC Workforce modelling rolled out across ASC	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC social care managers are engaged in workforce planning across ASC ensuring understanding of current workforce and changes required to meet demand.
Directly provided services are reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of LCC directly provided services has been undertaken
Care Pathway is reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of the LCC care and finance pathway has been undertaken
Care Pathway support functions are reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of LCC adult social care support services has been undertaken
Establish agency use and trends Recruitment Panel reviews use of agency staff	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC use of agency staff is reviewed by senior managers on a quarterly basis and has been reduced to the agreed target
Heads of service undertake reviews	Leicestershire County Council	2016-2018	Leicestershire County Council	Sickness absence is reviewed by senior managers on a quarterly basis and has been reduced to the agreed target
Review at Recruitment Panel Review of temp / fixed / seconded posts	Leicestershire County Council	2016-2017	Leicestershire County Council	A coordinated vacancy management process is in place in LCC ASC
Review at Recruitment Panel Review of temp / fixed / seconded posts Unfunded spreadsheet	Leicestershire County Council	2016-2017	Leicestershire County Council	A department wide review of unfunded posts has been undertaken and the volume of unfunded posts has been reduced to the agreed target.
Review of temp / fixed / seconded posts Review at Recruitment Panel	Leicestershire County Council	2016-2018	Leicestershire County Council	A department wide review of secondments and fixed term posts in LCC ASC has been undertaken and all employees are appropriately contracted
Include in Workforce Planning	Leicestershire County Council	2016-2020	Leicestershire County Council	The principles of Smarter Working have been embedded within LCC ASC
Explore and understand funding arrangements	Leicestershire County Council Funding partners	2016-17	Leicestershire County Council	Existing funding arrangements with external organisations are understood to ensure the impact of changing services is known and funding reflects which organisations benefit from the work.

Strategic theme 7:

Workforce supply

Objective: The local social care job market is positioned to support the needs of LCC and independent employers: social care in Leicestershire is seen as an attractive career option.

Outcome: The workforce in Leicestershire has a better understanding of social care and sees it as an attractive career option. The council is seen as an attractive employer and has good recruitment and retention rates.

Work required	Contributors	Time frame	Lead area	Outputs
Develop plan to support local health and social care labour market	Leicestershire County Council Provider organisations Health National & regional partner organisations Job Centre Plus Careers Advisors	2016-2020	Leicestershire County Council	Support the development of the local health and social care labour market
Review procurement and contracting arrangements	Leicestershire County Council	2016-2018	Leicestershire County Council	Sustainable social care services which meet legislative requirements are commissioned and procured.
Review learning and development plan	Leicestershire County Council LSCDG Provider organisations	2016-2020	Leicestershire County Council	Support the LSCDG to facilitate a programme for aspiring registered managers
Establish Personal Assistant approach Establish Personal Assistant pool Establish employment support approach Roll out care certificate to Personal Assistants Establish care certificate assessment model	Leicestershire County Council Personal Assistants Direct Payment employers Provider organisations LSCDG Skills for Care Job Centre Plus Careers Advisors	2016-2018	Leicestershire County Council	Support the development of a personal assistant market to meet the needs to individuals wishing to become micro employers and direct payments recipients

Strategic theme 7:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Develop plan to support local health and social care labour market	Leicestershire County Council Provider organisations Health National & regional partner organisations	2016-2020	Leicestershire County Council	The profile of the social care sector is enhanced in the delivery of economic development and strategic growth initiatives.
Review recruitment approaches Workforce modelling pilot in ASC	Leicestershire County Council	2016-2020	Leicestershire County Council	Ensure all employment legislation is implemented within LCC ASC and the improvements this makes to terms and conditions for care workers is promoted within our recruitment activity.
Review recruitment approaches Workforce modelling pilot in ASC	Leicestershire County Council	2016-2020	Leicestershire County Council	Coordinate recruitment activity for hard to fill social care posts and consider alternative job design to overcome these difficulties where appropriate.
Review recruitment approaches Review contract with workforce supply provider	Leicestershire County Council	2016-2020	Leicestershire County Council	Work in partnership with managed service provider to find cost effective solutions to workforce supply.
Link with Universities Link with learning providers Review recruitment approaches Review Locality Model	Leicestershire County Council University of Leicester DeMontfort University Loughborough University Learning Provider Network (Leicestershire)	2016-2018	Leicestershire County Council	Establish a strategic relationship with key Universities to influence social education and to access high quality graduates for our workforce.
Review corporate recruitment and retention strategy	Leicestershire County Council	2016-2018	Leicestershire County Council	Actively contribute to the development of a corporate LCC recruitment and retention strategy to ensure our position as an employer of choice.
Review funding opportunities	Leicestershire County Council	2016-2020	Leicestershire County Council	Influence corporate LCC colleagues to access funding opportunities aimed at developing future skills e.g. European Social Fund.

Strategic theme 8:

Workforce development

Objective: Staff have the right skills and knowledge, the right tools available, and are deployed in the right place

Outcome: The council has a strategic approach to agreeing the priorities for learning and development and these are informed from the Adults Social Care Strategy 2016-2020 together with statutory requirements. There is a range of basic learning and development ranging from induction, statutory training, through to personal development in place.

Work required	Contributors	Time frame	Lead area	Outputs
Review independent sector training plan	Leicestershire County Council LSCDG and partner agencies Provider organisations	2016-2020	Leicestershire County Council	The council continues to support the work for the LSCDG through the sub-regional workforce group and has developed an agreed training plan for the independent sector which supports outcome-focused, person-centred, safeguarding practice
Personal assistance approach is agreed Personal assistance recruitment and training plan is developed	Leicestershire County Council Skills for Care Direct Payments employers	2016-2018	Leicestershire County Council	The personal assistant market is developed to meet the needs of individuals wishing to become micro employers and direct payments recipients
Leicestershire County Council and Better Care Together (BCT) workforce strategies and development plans are aligned	Leicestershire County Council BCT	2016-2020	Leicestershire County Council	The council works with the BCT workforce group to integrate workforce development where there is benefit for the health and social care system
Workforce modelling tool to be implemented Workforce healthcheck to be undertaken Training uptake and needs to be reviewed Review supervisor and manager roles Review supervision practice	Leicestershire County Council	2016-2020	Leicestershire County Council	A workforce development plan is in place to support the implementation of the Adult Social Care Strategy 2016-2012.
Workforce healthcheck to be undertaken Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	All necessary mandatory health and safety, corporate and other learning and development required by legislation are included in the workforce development plan.

Strategic theme 8:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Review workforce design to enable ASC Strategy implementation	Leicestershire County Council	2016-2020	Leicestershire County Council	Changes to job design and organisational structures have been made to enable the LCC ASC department to meet the MTFS targets and to implement the Adult Social Care Strategy 2016-2012
Review learning and development plan Review induction and development processes				Ensure the workforce development plan supports outcome-focused, person-centred, safeguarding practice.
Review learning and development plan Review induction and development processes	Leicestershire County Council	2016-2018	Leicestershire County Council	The Care Certificate is utilised as an induction and development tool within LCC
Include in workforce development plan Review learning and development plan Review induction and development processes	Leicestershire County Council	2016-2018	Leicestershire County Council	The workforce development plan includes provision for CQC registered services to meet the 5 KLOE; safe, effective, caring, responsive and well led
Workforce healthcheck to be undertaken Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	A range of learning and development activities are provided to support the culture and behaviour change required to enable the implementation of the Adult Social Care Strategy 2016-2012
Review learning and development methods Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	Effective and time efficient learning and development methods are utilised.

Strategic theme 9:

Health integration

Objective: Employers will work collaboratively with health sharing resources where this provides a benefit to the health and social care system.

Outcome: Better Care Together (BCT) enables social care employers to work together and with health colleagues to find new ways to structure roles and deliver services in order to meet the demand for services.

Work required	Contributors	Time frame	Lead area	Outputs
The council is represented on the sub-regional workforce group	Leicestershire County Council BCT	2016-2020	Leicestershire County Council	The council works with the BCT workforce group to develop opportunities and engage providers through the sub-regional workforce group
Develop a plan to support the development of the local health and social care labour market	Leicestershire County Council LSCDG BCT Provider organisations Health	2016-2020	Leicestershire County Council	The development of the local health and social care labour market is supported.
Undertake demand modelling exercise	Leicestershire County Council Health BCT	2016-2020	Leicestershire County Council with Health	The impact of the 'left shift' arising from Better Care Together on the social care workforce is understood and funding is secured to support this.
Align the workforce development plans for the council and BCT	Leicestershire County Council Health BCT	2016-2020	Leicestershire County Council with Health	The council works with the BCT workforce group to develop opportunities for health and the LCC workforce to benefit from integration.
Align workforce development plans	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with Health	Provider organisations work with health to ensure that social care staff have the highest level of competence and skill in carrying out delegated health tasks.

Strategic theme 10:

Health, safety and wellbeing

Objective: The health, safety and wellbeing of social care workers across Leicestershire is a priority for everyone.

Outcome: Workers and employers understand and exercise their health and safety responsibilities, and seek to promote wellbeing at work.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement, engagement and communication activity Review and amend contracts Review compliance and monitoring processes Review HTLAH engagement and communication	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council	The procurement and contract information clearly states our requirements in terms of employee health, safety and wellbeing
Review LSCDG training plan	Leicestershire County Council LSCDG partners Provider organisations	2016-2020	Leicestershire County Council	The LSCDG provides a range of workforce development activities for independent sector providers to meet their health, safety and wellbeing responsibilities
Review LSCDG training plan	Leicestershire County Council LSCDG partners Micro providers	2016-2020	Leicestershire County Council	Micro providers and direct payment recipients are able to access information and advice regarding their health and safety responsibilities
Training uptake and needs to be reviewed Review requirement for refresher training	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC ASC staff complete mandatory health & safety training
Encourage rollout across teams Training uptake and needs to be reviewed Review requirement for refresher training	Leicestershire County Council	2016-2020	Leicestershire County Council	LCC social care staff are encouraged to become Mental Health First Aiders. All managers have completed the Mental Health First Aid Lite course as a minimum
Annual healthcheck to be undertaken and action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	A yearly health check of our social care workforce is undertaken and an action plan is agreed to address any issues arising.
Staff Survey to be analysed and action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	A departmental action plan is agreed to address issues arising from the staff survey
Action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	The corporate Wellbeing Charter is supported and implemented in the department.

Strategic theme 11:

Workforce equality and diversity

Objective: Employers ensure that the workforce has equality of opportunity and strives to ensure that the workforce is representative of the local population.

Outcome: Employers ensure that their policies and procedures provide for equality of opportunity. LCC monitors the diversity of the wider workforce and considers interventions to ensure that the workforce is representative of the local population.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement, engagement and communication activity Review and amend contracts Review compliance and monitoring Review HTLAH engagement and communication	Leicestershire County Council Health	2016-2020	Leicestershire County Council	The procurement and contract information clearly state our requirements in terms of workforce equality and diversity
Gain provider agreement to complete NMDS-SC returns Utilise Skills for Care to highlight the benefits of NMDS-SC completion	Leicestershire County Council Skills for Care Provider organisations	2016-2020	Leicestershire County Council	All social care providers are required to complete the NMDS-SC-SC on an annual basis to provide the necessary data to monitor the diversity of the Leicestershire social care workforce
Encourage staff to complete diversity monitoring	Leicestershire County Council	2016-2020	Leicestershire County Council	The diversity of the workforce is monitored and action is taken to meet the agreed targets
Action plan in place	Leicestershire County Council	2016-2020	Leicestershire County Council	A plan is in place to improve the levels of employee declaration



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY
COMMITTEE – 7 MARCH 2017

ACCOMMODATION STRATEGY FOR WORKING AGE ADULTS 2017-
22

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of the report is to request the Cabinet to approve the Leicestershire Accommodation Strategy for Working Age Adults (aged 18-64) 2017-2022 and the associated initial action plan. The Cabinet will also be asked to note the potential for capital investment opportunities linked to the provision of more cost effective long-term accommodation options for people with complex needs.
2. A copy of the Cabinet report on this matter will be circulated to members of the Committee when it becomes available ahead of the meeting on 7 March.

Policy Framework and Previous Decisions

3. The development of the Strategy on supported accommodation for young adults who are eligible for social care support as a result of a long term disability has been underpinned by the principles set out within the Adult Social Care Strategy: Promoting independence, Supporting Communities; Our Vision and Strategy for adult social care 2016–2020, and it is an integral part of the emerging Whole Life Disability Strategy currently being developed.
4. The MTFS 2017/18-2020/21 sets out details of a review of supported living costs and individual long term residential placement costs.
5. Accommodation for young people with a long term disability and other vulnerable adults will be affected by changes proposed by the Government in the current consultation on Supported Housing rents and the proposed Additional Discretionary Housing Payments scheme from 2019 onwards, the outcome of which will not be known until later in the year. The likely outcome of these reforms will significantly affect the future success of developing existing and new supported accommodation schemes.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE:
7 MARCH 2017

SAFEGUARDING ADULTS BOARD BUSINESS PLANS 2017/18

**REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND RUTLAND
SAFEGUARDING ADULTS BOARD (LRSAB)**

Purpose of report

1. The purpose of this report is to bring to the attention of the Adults and Communities Overview and Scrutiny Committee the Business Plan priorities for 2017/18 for the Leicestershire and Rutland Safeguarding Adults Board (LRSAB). This is brought for consultation and comment.
2. The Business Plan priorities were considered by the LRSAB at its meeting on 27 January 2017 with final approval of the plan anticipated to be secured at the meetings of the LRSAB and the Leicestershire & Rutland Local Safeguarding Children Board (LRLSCB) on 31 March 2017. Comments from the Scrutiny Committee will be incorporated in to the final plan that will be submitted to the Boards at their meeting in March.

Policy Framework and Previous Decisions

3. The LRSAB is a statutory body established as a result of the Care Act 2014. SABs have three core duties. They must:
 - develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute
 - publish an annual report detailing how effective their work has been
 - commission safeguarding adults reviews (SARs) for any cases which meet the criteria for these.
4. It is the first of these duties to which the Business Plan relates since this plan essentially outlines our strategy for improvement. There is no statutory requirement to report the Business Plan to scrutiny but it is considered best practice to do so.
5. The Annual Report of the LRSAB was considered by the Adults and Communities Overview and Scrutiny Committee on 5 September 2016 and emerging priorities for the new Business Plan for 2017/18 were discussed at that meeting. The views expressed by the Committee at that stage were fed into the formative process for the Plan and are reflected in the priorities.

Background

6. As in 2016/17 the LRSAB has formulated an individual Business Plan supplemented by a plan that addresses priorities it will share with the LRLSCB. This is intended to secure a balance between achieving a strong focus on adult safeguarding issues and recognising that some safeguarding matters require approaches that cross-cut children and adults services and focus on whole family issues.

7. The future improvement priorities identified in the Annual Report 2015/16 have been built into the Business Plans for 2017/18. In addition to issues arising from the Annual Report the new Business Plans' priorities have been identified against a range of national and local drivers including:
- national safeguarding policy initiatives and drivers;
 - recommendations from regulatory inspections across partner agencies;
 - the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local;
 - evaluation of the business plans for 2016/17 including analysis of impact afforded by the quality assurance and performance management framework;
 - best practice reports issued at both national and local levels;
 - the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements;
8. The new Business Plan has been informed by discussions that have taken place in a number of forums since the autumn of 2016. These include:
- the annual Safeguarding Summit of chief officers from partner agencies held on 23 November 2016
 - meetings of the Scrutiny bodies in both Leicestershire and Rutland at which both the LRLSCB and LRSAB Annual Reports 2015/16 and future priorities for action have been debated;
 - meetings of the Leicestershire and Rutland Health and Wellbeing Boards at which both the LRLSCB and LRSAB Annual Reports 2015/16 and future priorities for action have been debated;
 - discussions within individual partner agencies.
9. The proposed strategic priorities were formulated through the annual development session of the two Safeguarding Boards held on 2 December 2016.

Proposed Business Plans 2017/18

10. The Board is considering making a differentiation between Development priorities and Assurance priorities. Assurance priorities are solely identified as priorities for seeking assurance regarding safeguarding practice, risk or impact, rather than carrying out any specific development work. Development priorities are ones that require specific development work led by the Board, these may also include some element of assurance.
11. The proposed Business Plan Priorities for 2017/18 considered at the LRSAB meeting on 27th January 2017 are outlined in the tables below.

LRSAB Development Priorities

Development Priority	Summary
1. Prevention	Assurance regarding safeguarding elements of local prevention strategies
2. Making Safeguarding Personal (MSP)	Continuing development of MSP across partners
3. Thresholds	Identifying and addressing gaps re: over and under-reporting
4. Self-Neglect	Establishing and embedding a robust process for practitioners

LRLSCB & LRSAB Joint Development Priorities

Development Priority	Summary
1. The 'Toxic Trio'	Assessing and developing approaches to safeguarding adults and children where domestic abuse, substance misuse and mental health issues are present.
2. Participation and Engagement	Establishing visible effective participation by children and vulnerable adults at Board level.
3. Emotional Health and Wellbeing	Develop understanding of emotional health and wellbeing across the partnership and gain assurance regarding Better Care Together and the Sustainability and Transformation Plan that work is addressing safeguarding issues, particularly regarding mental health
4. Multi-Agency risk management / Supervision	Develop a multi-agency supervision approach for risk management in safeguarding adults and children.

12. Against each of these priorities the Board is in the process of identifying key outcomes for improvement and the actions that will need to be taken over the next year to achieve these improved outcomes. This process has been delayed this year in order to incorporate the outcome of the Ofsted inspections in the LRLSCB priorities.
13. The following are the identified assurance priorities arising from current priorities and the considerations from the development day. Seeking assurance on these would be built into the work of the Safeguarding Effectiveness Group (SEG) and the LSCB and SAB Multi-Agency Audit Groups as appropriate.

Assurance Priorities

SAB	1. Thresholds 2. MCA DoLS 3. Harm Caused by paid staff/ professionals (watching brief)
Joint LSCB and SAB	1. Domestic Abuse 2. Information Sharing

14. The Quality Assurance and Performance Management Framework for the Board will be revised to ensure that it reflects the new Business Plan and enables ongoing monitoring of performance of core business that is not covered in the Business Plan.
15. The views of a range of forums are being sought on the Business Plans. This includes the Cabinets, Children and Adults Scrutiny bodies and the Health and Wellbeing Boards in both local authority areas.
16. The Board office is arranging for consultation on the priorities with young people and adult service users through existing forums.

17. Feedback from this Committee and these forums will support the development of the action plans for these priorities. The final Business Plan will be signed off at the meeting of the LRSAB and LRLSCB on 31 March 2017.

Proposals/Options

18. The Committee is asked to consider the Business Plan priorities and to make any comments or proposed additions or amendments that will then be considered at the meeting of the Board due to be held on 31 March 2017.

Consultation

19. All members of the Boards and their Executive have had opportunities to contribute to and comment on the Business Plans. The Board office are arranging for consultation on the priorities with young people and adult service users through existing forums.

Resource Implications

20. There are no resource implications arising from the recommendation in this report. Both the LRLSCB and LRSAB operate with a budget to which partner agencies contribute to under an agreed formula that reflects their size, operating budgets and legal safeguarding responsibilities.
21. The total budget within which the Boards will operate in 2017/18 will be £346,090. The LRSAB has a budget of £104,478 and the LRLSCB has a budget of £241,612, added to which the Boards receive £40,500 from the community safety partnerships to support the undertaking of Domestic Homicide Reviews. Leicestershire Adults and Communities Services Department contributes £52,798 towards this budget.
22. In addition to the contribution from Leicestershire Adults and Communities Services Department Leicestershire County Council contributes £83,415 to the LRLSCB and in addition hosts the Safeguarding Boards' Business Office.
23. The total budget for the two Boards for 2017/18 has reduced from the previous year due to a reduction in contributions from some partners including Leicestershire Children and Family Services Department. Steps have been taken to match projected spend accordingly, but this will reduce the overall capacity of the Board with regard to the Independent Chair and the Board Office support staff.

Conclusions

24. The Adults and Communities Overview and Scrutiny Committee should note and comment on the LRSAB Business Plan Priorities for 2017/18.

Officer to Contact

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Relevant Impact Assessments

Equality and Human Rights Implications

25. The LRLSCB and LRSAB seek to ensure that a fair, effective and equitable service is discharged by the partnership to safeguard vulnerable children, young people and adults. At the heart of their work is a focus on any individual or group that may be at greater risk of safeguarding vulnerability and the performance framework tests whether specific groups are at higher levels of risk. The Business Plans 2017/18 will set out how the partnership will seek to engage with all parts of the community in the coming year.

Partnership Working and associated issues

26. Safeguarding is dependent on the effective work of the partnership as set out in the Care Act 2014 and Department for Education national regulation, Working Together 2015.

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ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 MARCH 2017

PERFORMANCE REPORT 2016/17 – POSITION AT DECEMBER 2016

JOINT REPORT OF THE CHIEF EXECUTIVE AND
DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to present the members of the Committee with an update of the Adults and Communities Department's performance at the end of December 2016.

Policy Framework and Previous Decisions

2. The Department's performance has previously been reported on a quarterly basis to the Adults and Communities Overview and Scrutiny Committee in accordance with the Council's corporate performance management arrangements. Due to the timing of scheduled Overview and Scrutiny meetings, this quarterly report covers the position at the end of December 2016.

Background

3. The metrics in Appendix A are based on the key performance measures of the Adults and Communities Department for 2016/17. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the Council. The structure of Appendix A is aligned with the Vision and Strategy for Adult Social Care 2016-2020, '*Promoting Independence, Supporting Communities*'. This strategic approach is designed to ensure that people get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and maximise people's independence. This 'layered' model has been developed to ensure the obligations under the Care Act 2014 are met and Appendix B outlines the four central aspects of the Strategy.
4. The Adult Social Care indicators are a combination of national and local measures. At a national level performance is monitored via the Adult Social Care Outcomes Framework (ASCOF). Each ASCOF metric in Appendix A includes details on which quartile¹ Leicestershire's performance fitted into in 2015/16.
5. The Communities and Wellbeing service area do not have a formal structure for performance monitoring at a national level. The measures included in this report have been determined as local indicators.

¹ Quartiles for each indicator are calculated by ranking all authorities from the best performance to worst and then apportioning the list into four quartiles, each representing 25% of authorities i.e. the top quartile is the top 25% of performing authorities.

6. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.

Performance Update

7. Appendix A includes four key measures to reflect each of the four layers of the Strategy. Each of these monitors the proportion of new contacts from people requesting support and what the sequels of these requests were. Examples of these include universal services, equipment, reablement and services such as home care or residential care.

Prevent Need

8. During the period April to December 24,000 new adult social care contacts were made of which 59% resulted in a preventative response such as universal services or signposting. This proportion is lower than the 64% during 2015/16 although closer to the national average that year (57%). It is also within the locally set target bandwidth.
9. During the autumn of 2016, the biennial national survey of carers was undertaken. Of the carers who responded, 64% stated that they find it easy to find information. This met the agreed target and was an improvement on the 58% noted during the previous survey, a performance which at the time was in the bottom quartile nationally.
10. Overall visitors to heritage sites between April and December were 4% higher than the comparable period last year. Approximately 31,500 people visited Bosworth Battlefield Heritage Centre between during this time which is 6,000 lower than the equivalent period last year. This is partly due to higher numbers in the early months of 2015/16 as the reinternment of King Richard III took place at that time.
11. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As such, the 2016/17 targets have been agreed with this in mind. Between April and December there have been 797,900 visits to Leicestershire libraries and the forecast is on track to meet the target of one million visits. The number of issues (1.12 million between April and December) is also expected to meet the 2016/17 target.
12. Two additional metrics were added to the libraries set for 2016/17 reflecting priorities around children's issues and e-loans. Despite there being over 446,000 children's issues between April and December this is down on the comparable period last year, partly due to the closure of Hinckley library during the summer. With regards e-loans, these continue to show a marked increase from last year, having more than doubled in numbers to 54,200 between April and December.
13. At the Committee's meeting on 14 June 2016, it was requested that the number of libraries issues are split between those run by the County Council and those that are community managed. This precise breakdown is not appropriate due to the continually changing number of community managed libraries. However, Appendix A does contain the number of issues from all community libraries, including those which are community managed or due to become community managed. The data also highlights the split for issues of children's books.

14. The Leicestershire Adult Learning Service's (LALS) performance relates to the proportion of learning aims due to be completed in a period successfully achieved. For the current academic year the proportion of 98% is above the 85% target.

Reduce Need

15. Of the 24,000 new contacts during the period April to December, 21% resulted in a response relative to reducing need such as providing equipment or adaptations. This proportion is in line with the latest known national figure (21%) and the target bandwidth.
16. As part of the biennial carer's survey noted in paragraph 9, carers were asked if they had as much social contact as they would like. During the same survey two years ago 33% of carers stated they had as much social contact as they liked and there has been little change since with 31% responding in such a way in 2016.
17. The nature of accommodation for people with learning disabilities has a strong impact on their safety, overall quality of life, and reducing social exclusion. One of the ASCOF indicators monitors the proportion of service users aged 18-64 with a learning disability who are in settled accommodation and not in a care home. Performance during 2015/16 was better than the national average and a target to reach 80% by March 2017 has been agreed. At the end of December a performance of 79% is an improvement on the previous year, although currently falls slightly short of the 80% target.
18. ASCOF 1E measures the proportion of adults with learning disabilities who are receiving long-term services and are in paid employment. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing. During 2015/16, there were 51 people with learning disabilities in paid employment equating to 3.6% of those getting long-term services during the year. This was lower than the national average of 5.6%. At the end of December the number has risen to 162 (11%) primarily due to a number of service users involved in running a social enterprise.

Delay Need

19. Of the 24,000 new contacts during the period April to December, 12% resulted in a response relative to delaying need. These relate to the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. This proportion is in line with the 2015/16 national figure (12%) and the locally agreed target bandwidth.
20. Delayed Transfer of Care (DToCs) *attributable to adult social care* are calculated by taking an average of the number of delays on the last Thursday of each month. There was a significant improvement during 2015/16 with the average being 5.6. More recently there has been much publicised fall in the national performance and the local position is no different with the monthly average now higher than last year at 9.5. Whilst this is a marked increase it should be noted that amongst 22 similar and regional authorities Leicestershire remains better than the group average.

21. During 2015/16, three-quarters of people who received reablement support had no need for ongoing services following the intervention. During the period April to December performance has improved to 81% and is currently meeting the target.
22. A key measure in the Better Care Fund (BCF) is the ASCOF metric which measures the proportion of people discharged from hospital via reablement services, who are still living at home 91 days later. Performance between April and December, 88%, is such that the target of 84% is being met.
23. Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency. Research suggests, where possible, people prefer to stay in their own home rather than move into permanent care. For people aged 18-64 there have been 12 admissions since the start of the year giving a full-year forecast of 18 admissions. This is half the number of admissions in the previous year and meeting the current target.
24. For people aged 65 or over the targets are agreed through the BCF. In 2015/16 the target was achieved and performance was better than the national average. Based on the number of admissions in the year so far the forecast is for 859 admissions in total which is in line with last year but higher than the BCF target of 827 admissions.

Meet Need

25. During the period April to December, just over 2,000 (9%) new contacts resulted in services such as a personal budget or a permanent care placement. This proportion is in line with the national figure last year and is within the target band-width.
26. The Council remains committed that everyone in receipt of long-term, community-based care should be provided with a personal budget, preferably as a direct payment. By the end of December 95% of service users were in receipt of a personal budget, 57% of which were via a direct payment. For carers, 97% are in receipt of a personal budget whilst the proportion with a direct payment is 90%.
27. Between April and December there were 970 safeguarding enquiries completed; a 40% increase on the similar period last year. The proportion of these which were substantiated has reduced from 55% in 2015/16 to 41% during April to December. Early investigation into the reasons for the increase points to a change in the recording of Safeguarding concerns at the Customer Service Centre (CSC) as a result of self-neglect guidance being released and applied. Further development of the application of the safeguarding thresholds is being planned and the introduction of a new Safeguarding First Response Service in April 2017 will seek to address this issue.

Conclusion

28. This report provides a view of the Department's performance between April and December 2016. The national and local increase in DToCs is recognised whilst good and improving performance is noted in areas such as reablement and the uptake of direct payments. Details of all metrics will continue to be monitored on a monthly basis at Lead Member and Director level.

Background papers

Adult Social Care Outcomes Framework 2015/16

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-ascof-2015-to-2016>

Leicestershire's Better Care Fund Plan 2016/17 – Delivering our vision and for health and integration

<http://www.healthandcareleicestershire.co.uk/wp-content/uploads/2016/12/BCF-Plan-Public-summary.pdf>

Leicestershire County Council Strategic Plan 2014-18

<http://politics.leics.gov.uk/documents/s92330/7%20council%20strategic%20and%20transformation%20appx%201%20strategic.pdf>

Leicestershire County Council Vision and Strategy for Adult Social Care 2016-20

http://corpedrmsapp:8087/Intranet%20File%20Plan/Departmental%20Intranets/Adults%20and%20Communities/2012%20-%2013/Departmental%20Administration/ASC%20Policies%20and%20Procedures/ASC_Strategy_2016-2020_P0358_12.pdf

Circulation under the Local Issues Alert Procedure

None.

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List of Appendices

- Appendix A - Adults and Communities Department Performance Dashboard for 2016/17;
- Appendix B – Adult Social Care Strategic Approach;
- Appendix C – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds.

Relevant Impact Assessments

Equality and Human Rights Implications

29. The Adults and Communities Department supports vulnerable people from all diverse communities in Leicestershire. However, there are no specific equal opportunities implications to note as part of this performance report. Data relating to equalities implications of service changes are assessed as part of Equality and Human Rights Impacts Assessments.

Partnership Working and Associated Issues

30. BCF measures and associated actions are overseen and considered by the Integration Executive and Health and Wellbeing Board, which is a multi-agency body.

Adults and Communities Performance 2016/17

April – December 2016

PREVENT NEED

Corporate Strategy	Better Adult Social Care
Joint Health and Wellbeing Strategy	Managing the shift to early intervention and prevention

Corporate Priority: Unified prevention offer and Information and Support

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	% of sequels that 'Prevent Need'	Target Band Width	G	↔	58-62%	59%	64%	57% <i>National average</i>
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	N/A	69%	Due May -17	67.1%	Q4
ASCOF 3D pt 2	% of carers who find it easy to find information	H	G	↑	61%	64%	58.4% (14/15)	Q4 (14/15)

Corporate Strategy

Leicestershire's Cultural Environment

Corporate Priority: A Better Place and Visitor Offer

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	Heritage visits	H	G	↑	3% increase	124.3k	119.6k (Apr-Dec)	N/A

Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	Library visits	H	G	↔	1.0m	797.9k	867.2k (Apr-Dec)	N/A

Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	Total council funded library issues	H	G	↔	1.3m	1.12m	1.19m (Apr-Dec)	N/A
Local	Total community library book issues	N/A	N/A	N/A	N/A	293.7k	360.8k (Apr-Dec)	N/A
Local	Council funded children's issues	H	R	↔	Maintain 15/16	446.2k	473.9k (Apr-Dec)	N/A
Local	Community library children's book issues.	N/A	N/A	N/A	N/A	152.0k	177.4k (Apr-Dec)	N/A
Local	E-loans	H	G	↑	50% increase on 15/16	54.2k	22.9k (Apr-Dec)	N/A

Corporate Strategy

Investment in People – Employment and Skills Support

Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	LALS Success Rate	H	G	↑	85%	98%	92%	N/A

REDUCE NEED**Corporate Strategy**

Better Adult Social Care

Joint Health and Wellbeing StrategySupporting the ageing population;
Improving services for people with learning disabilities*Corporate Priority: Unified prevention offer and Information and Support*

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	% of sequels that 'Reduce Need'	Target Band Width	G	↔	18-22%	21%	18%	21% <i>National average</i>

ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	N/A	42%	Due May -17	40.7%	Q4
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	R	↓	35%	31.4%	32.5% (14/15)	Q4 (14/15)

Corporate Priority: Effective Support for People with Learning Disabilities

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
ASCOF 1G	% of people with LD in settled accommodation	H	A	↑	80%	78.8%	77.5%	Q2
ASCOF 1E	% of people with LD in employment	H	G	↑	5.5%	11.3%	3.6%	Q3

DELAY NEED

Corporate Strategy	Integrating Health and Social Care – Better Care Fund
Joint Health and Wellbeing Strategy	Supporting the ageing population

Corporate Priority: Improved Hospital Discharge and Reablement

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	% of sequels that 'Delay Need'	Target Band Width	G	↔	11-15%	12%	9%	12% <i>National average</i>
Local	Delayed transfers of care attributable to ASC-only	L	R	↓	5.0 Average (Apr-Mar)	9.5 Average Apr-November	5.6 Average (Apr-Mar)	N/A
ASCOF 2D	% of people who had no need for ongoing services	H	G	↔	76%	80.5%	76.2%	Q2

Corporate Priority: Improved Hospital Discharge and Reablement

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
	following reablement							
ASCOF 2B pt 1 <i>*BCF*</i>	Living at home 91 days after hospital discharge and reablement	H	G	↔	84.2%	88.0%	87.5%	Q2
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	G	↑	7.4	4.4	9.0	Q1
ASCOF 2A pt 2 <i>*BCF*</i>	Permanent admissions to care (aged 65+) per 100,000 pop.	L	R	↓	606.4	630.2	642.3	Q2

MEET NEED

Corporate Strategy	Better adult social care
Joint Health and Wellbeing Strategy	Supporting the ageing population

Corporate Priority: Greater Personalisation of Services

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	% of sequels that 'Meet need'	Target Band Width	G	↔	5-9%	9%	9%	9% <i>National average</i>
ASCOF 1C pt 1a	Adults aged 18+ receiving self directed support	H	A	↔	97.0%	95.2%	97.0%	Q2
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	↑	38%	56.7%	37.6%	Q1

Corporate Priority: Greater Personalisation of Services

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
ASCOF 1C pt 1b	Carers receiving self directed support	H	A	↔	98%	96.7%	98.7%	Q3
ASCOF 1C pt 2b	Carers receiving direct payments	H	A	↑	95%	90.3%	94.3%	Q2

Corporate Priority: Strong Adult Safeguarding

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	16/17	15/16 and Quartile	
Local	% of enquiries substantiated or partly substantiated	N/A	N/A	↔	N/A	41.1%	55.0%	N/A
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	N/A	90%	Due May 17	89.2%	Q2

Key to Columns

Measure	ASCOF	A metric within the national performance framework known as Adult Social Care Outcomes Framework (ASCOF)
	Local	A measure defined and calculated for Leicestershire County Council only
Aim	High	The aim of performance is to be high
	Low	The aim of performance is to be low

**In year
progress**

During the course of the year performance is improving. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is improving.



During the course of the year performance is neither improving nor declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is similar.



During the course of the year performance is declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is declining.

Vision and Strategy for Adult Social Care 2016 – 2020

Prevent need

We will work with our partners to prevent people needing our support. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs - but is available for the whole population – for example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups).

Reduce need

We will identify those people most at risk of needing support in the future and intervene early if possible to help them to stay well and prevent further need for services. For example we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers.

Our work will be targeted at people most likely to develop a need, and try to prevent problems from getting worse so that they do not become dependent on support. This might include: information, advice, minor adaptations to housing which can prevent a fall, support and assistance provided at a distance using information and communication technology via telephone or computer.

Delay need

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability or deterioration for people with ongoing health conditions, complex needs or caring responsibilities. Our work will include interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost effective support.

Meeting need

The need for local authority funded social care support will be determined once we have identified and explored what's available to someone within their family and community. People who need our help and have been assessed as eligible for funding, will be supported through a personal budget. The personal budget may be taken as a payment directly to them or can be managed by the council. Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. However, in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

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Explanation of RAG Rating

RED	<p>Close monitoring or significant action required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a significant amount. • Actions in place are not believed to be enough to bring performance fully back on track before the end of the target or reporting period. • The issue requires further attention or action
AMBER	<p>Light touch monitoring required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a narrow margin. • There are a set of actions in place that is expected to result in performance coming closer to meeting the target by the end of the target or reporting period. • May flag associated issues, risks and actions to be addressed to ensure performance progresses.
GREEN	<p>No action required. This would normally be triggered when performance is currently meeting the target or on track to meet the target, no significant issues are being flagged up and actions to progress performance are in place.</p>

The degree to which performance is missing a target is open to debate. A common way of overcoming this is to use a precise percentage threshold between current performance and the target. However, a blanket approach (such as plus or minus 10%) is not appropriate due to the varying ways that metrics are reported. E.g. small numbers, rates per capita, percentages.

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