



# Adults & Communities Department Local Account

Our Performance  
2015 - 2016



# Introduction

This is a local account of our performance, which sets out our achievements during the twelve months from 1st April 2015 to 31st March 2016. It tells the citizens of Leicestershire how we have met the needs of local people during that time, about our priorities and plans for the current year, and also about the challenges we face.

The Adults and Communities Department arranges a wide range of support services for people with social care needs (Adult Social Care services), and supports the health and wellbeing of the whole population through activities, cultural and learning opportunities (Communities and Wellbeing services). These services encompass all levels of need and provision, from people who want to find activities and use community resources, those in need of information and advice, through to high levels of social care for people with complex, long term needs, and support for carers. The Communities and Wellbeing service delivers a wide range of heritage, learning, library and archive services and also includes Leicestershire Adult Learning services and Care Online that help vulnerable people develop confidence with the use of computers and technology.

The Adult Social Care Outcomes Framework (ASCOF) is a national framework from the Department of Health against which our progress is measured. The data from this has been used to rate our performance in this account. Communities and Wellbeing no longer have such a formal structure for performance monitoring at a national level, but have determined local priorities.

We continue to prioritise the protection of vulnerable people, and are committed to targeting our support to those with the greatest needs. Our aim is that future services and support will help people stay more independent and be a part of their local communities, through a health and social care system that improves health, puts people in control of their care and support and protects those people who are most vulnerable.

## Where we are now, and the challenges we face

In April 2015 the Adults and Communities Department implemented the Care Act 2014. After significant planning in previous years the Department was well prepared to meet the challenge. The workforce were encouraged to attend a wide range of training opportunities with particular focus on the changes to eligibility, carers, advice and information and the new duty to provide social care to eligible people in prison.

Central Government's plan to eliminate the public sector deficit continues to present challenges to local government. Reductions in funding coincides with significant cost pressures resulting in significant savings requirements. Our main challenge remains to provide services to our most vulnerable people in a cost effective manner.



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## Our population

The population of Leicestershire is growing and the increase in the older population is proportionately higher than the overall population increase. By 2020 the population aged 65 years and over is projected to grow to 149,500 people, an increase of 11%. The growth is more significant for those aged 85 years and over. By 2020, this population is projected to grow to 21,200 people, an increase of 29%.

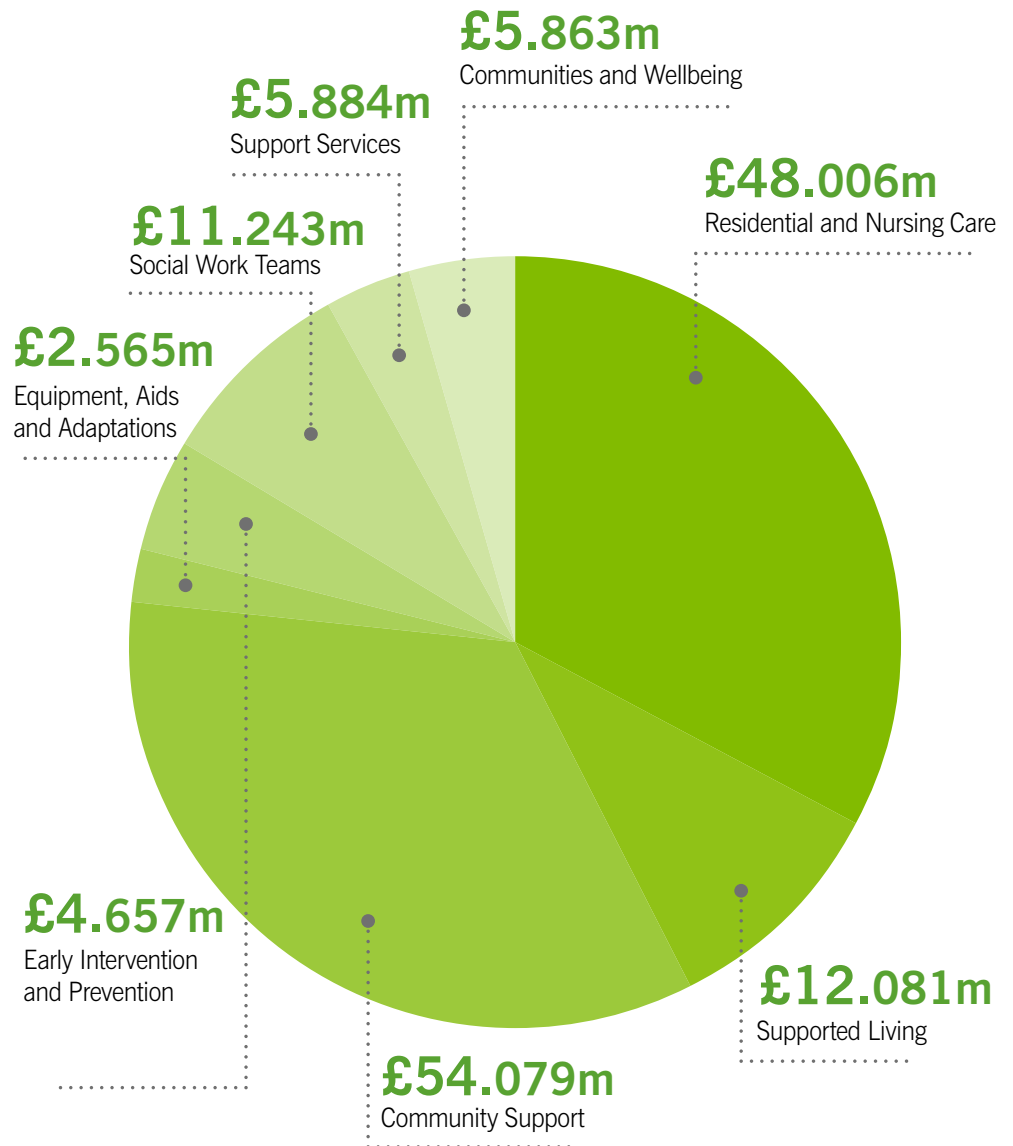
The number of older people with learning disabilities is expected to increase, due to increased life expectancy, and people with other complex needs are also living longer – both creating further additional demand upon social care. There is an expected increase in the numbers of young people coming into adult social care services. All these factors contribute to the pressure on existing services.



# How we spent our money in 2015/16

In 2015/16, the Department spent £129.7 million on Adult Social Care and Communities and Wellbeing, in the following ways:

|   | £m      |
|---|---------|
| Residential and Nursing Care  | 48,006  |
| Supported Living  | 12,081  |
| Community Support (Direct payments; Homecare; Meals; Day Services)            | 54,079  |
| Equipment, Aids and Adaptations   | 2,565   |
| Early Intervention and Prevention   | 4,657   |
| Social Work Teams   | 11,243  |
| Support Services  | 5,884   |
| Communities and Wellbeing   | 5,863   |
| Health funding towards social care services to reduce demand for NHS services | -14,711 |



## Budget reductions

For the four-year period 2011-12 to 2015-16, budget reductions of £56 million have been secured. This has been achieved through:

- Increasing income: Increase NHS income and increased service user contributions
- Service reductions: Increasing the eligibility threshold for services (from moderate to substantial) and early intervention and prevention
- Efficiency savings: A wide range of initiatives, but the biggest part comes from implementation of revised eligibility criteria (i.e. only people with substantial and critical levels of need were eligible for services).

# What did we achieve in 2015/16?

The information and data below provides a summary of the Department's achievements and areas where further work is needed. They are listed under headings that categorise the type of activity the project falls within.

## Ensuring people have a positive experience

### Summary

The 2015/16 adult social care survey was undertaken in February with the response rate meeting national guidelines.

The performance score for Quality of Life fell from the previous year - 18.8 down to 18.5. The proportion of respondents stating they had as much social contact as they would like we saw very little change at 41% in 2015/16.

The proportion of respondents who stated they were extremely or very satisfied dropped from the previous year - 66% down to 58%. This continues the pattern over the past five years that levels of satisfaction increase then decrease year-on-year by around 6-8% percentage points without an obvious reason.

### Project activity during 2015/16

- Procurement of statutory advocacy services resulted in the award of contracts to three organisations to deliver Care Act, Mental Health Act and Mental Capacity Act related advocacy.
- In 2015 a Co-Production Officer post was recruited to and focuses on the engagement and participation of service users and hard to reach groups to ensure they inform the business decisions of the Department.
- Adult Social Care is committed to using the "Making it Real!" model and process to agree priorities in order to co-produce strategy and service developments.
- In 2015-16, 16 libraries have successfully transferred to community management and a timetable to support the remaining libraries to transfer is on target.
- Bosworth Battlefield Visitors Centre was awarded the 'Best Visitor Attraction of the Year' at the Leicestershire Tourism Awards and the Re-internment of King Richard III won the category for best event, in which the service played an integral role.

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<sup>1</sup> Making it Real is a set of statements from people who use care and support telling us what they would expect, see and experience if personalisation is real and working well in an organisation. These are "markers" that will help show how well an organisation is doing in transforming adult social care through personalisation and community-based support.

## Keeping people safe

### Summary

There were 915 safeguarding enquiries investigated during 2015/16. Historically the number fluctuates year-on-year and this latest figure is 3% higher than the 892 enquiries during the previous year. There has been an improvement in outcomes with 54% either substantiated or partially substantiated compared to 49% last year.

The responses to the two questions in the 2015/16 adult social care survey relating to feeling safe were similar to previous years. Two-thirds of service users stated that they feel safe whilst nine out of ten stated that the services they receive help them to feel safe.

### Project activity during 2015/16

- A Department of Health Grant has been used to develop a four bed accommodation unit for people with learning disabilities and/or Autism. This is in line with the Government's commitment to closing long stay hospital beds and will ultimately increase their independence and safety in the community.
- The multi-agency Safeguarding Adults Board focused on Care Act implementation and revised its policies and procedures in preparation.
- Leicestershire recruited more trained Best Interest Assessors for the Deprivation of Liberty Safeguards (DOLS) team. The numbers of referrals were 3,220, compared to 1,875 2014/15. The recruitment crisis has meant a long wait to assess some cases. To address this, extra provision has been sourced from quality assured projects, phase one of the project has been completed and phase two is ongoing.

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## Enabling maximum choice and control

### Summary

Three-quarters of respondents to the adult social care survey stated that they had control over their daily lives; a similar proportion to previous years.

There was a significant improvement in the proportion of people receiving self-directed support from 91% in 2014/15 to 97% in 2015/16. In addition, there was an increase during the same period of service users receiving direct payments – up from 36% to 38%.

### Project activity during 2015/16

- A partnership between Voluntary Sector organisations and the Department continues to help carers to access an assessment and the support that they need.
- Direct Payment cards (Pre-Paid Debit Cards) were introduced in November 2015 and have been rolled out to new clients from this date.

## Responding well to initial requests for support

### Summary

At 67%, the proportion of people who find it easy to find information is lower than the previous year (74%) and similar to two years ago (68%).

In 2015/16, 64% of contacts from new clients resulted in either no services or universal services/ signposting (with the aim of preventing need). This is a small reduction from 69% in 2014/15 although higher than the latest known national average of 59%.

Reducing need reflects those whose contact resulted in ongoing low level support such as equipment or assistive technology, or short-term support such as crisis response services or advocacy services. At 18% in 2015/16 this is slightly lower than the national average of 21%.

During 2015/16 over 3,000 new clients received reablement (with the aim of to delaying peoples need) which was 9% of contacts. A further 9% resulted in long-term services such as permanent care placements or a community service such as home care. The proportion receiving reablement is slightly lower than the 2014/15 national position (12%) whilst the proportion receiving long-term support is the same.

### Project activity during 2015/16

- The Lightbulb Programme continued to bring together a range of practical housing support options into a single point. This helps to keep vulnerable people independent in their homes.
- In 2015-16 24,115 items of equipment were provided to people living in Leicestershire and 15,509 items were collected when no longer required. Leicestershire County Council Assistive Technology supports 2,000 people each year, including carers, with standalone equipment. The AT Service provided 2,323 standalone items and 1,308 Lifeline Services in 2015-16.
- During 2015/16 the Customer Service Centre (CSC) dealt with over 106,000 inbound calls, (15,000 of which came in via the separate hospital line), 160,000 outbound calls and over 80,000 emails (a significant increase on previous years).
- In 2015/16 Local Area Coordination in Leicestershire was developed in 8 pilot areas.

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## Supporting carers

### Summary

There was no statutory survey of carers in 2015/16 with the next due in autumn 2016.

Results from the last survey have shown a clear correlation between the hours spent caring and quality of life. In Leicestershire 58% of carers spend 100+ hours caring per week compared to an England average of 38%. This will have an impact on the reported quality of life metric which at 7.4 is in the bottom quartile nationally.

Finding information remains an issue although nine out of ten respondents state the information is either very or quite helpful.

3,886 carers assessments were carried out and the proportion in receipt of self-directed support remains high at 98%. In addition 94% are in receipt of a direct payment which again is not dissimilar to the previous year.

First contact referrals increased by 31%, working with around 90 partner agencies to deliver low level preventative services

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### Project activity during 2015/16

- A new suite of carer support tools was designed and co-produced with carers in order for the department to fulfil its new statutory duty to support carers.
- Carers are now able to complete a carer self-assessment on line.
- The Joint Carers Strategy (2012 – 2015) was refreshed in 2015 and an interim action plan developed to outline our continued support for carers in Leicestershire.
- The Carers' Health and Wellbeing Service offers support, advice and information to carers who require support and information to remain mentally, emotionally and physically well. The service has been highlighted in an NHS report<sup>2</sup> as a good example of an organisation working closely with GPs.





## Helping people to stay well and independent 18-64

### Summary

There was a marked improvement in the number of people aged 18-64 admitted to permanent care – at 7.4 per 100,000 population this is in the top this is in line with the latest known national top quartile, and half the previous year (15.6).

Support to younger adults with a learning disability has improved both in terms of the proportion in settled accommodation and those in paid employment – proportions in 2015/16 increased to 77.5% (65% in 2014/15) and 3.6% (1.7% in 2014/15) respectively.

The number of people aged 18-64 accessing long-term support at the end of March has increased from 607 per 100,000 population to 680 per 100,000 population. This includes a small increase in those accessing residential or nursing care.

When measuring the proportion of people who have received reablement during the year and have no need for ongoing services once the reablement service has ended the figure was 76% (2,177), comparable to the previous year, and above the 2015/16 national average.

### Project activity during 2015/16

- A detailed Whole Life Disability plan has been established for disabled adults aged 18-64, this aims to plan, reduce, delay and meet needs in line with the Adult Social Care Strategy 2016-2020.
- The Whole life Disability plan is working in collaboration with the Children and Families Department to transition children into adult services.
- A progression model is being developed to support people to set goals they want the provider to help them achieve.
- The Pathway to Housing project (supporting access to settled accommodation) continues to be successful.
- Work has commenced on the development of a new Supported Living framework.

The number of people aged 18-64 accessing long-term support at the end of March has increased from 607 per 100,000 population to 680 per 100,000 population.

<sup>2</sup> An Integrated Approach to Identifying and Assessing Carer Health and Wellbeing', NHS England in conjunction with Carers UK, the Carers Trust, the Children's Society and the Association of Directors of Adult Social Care Services (ADASS). asking it Real is a set of statements from people who use care and support telling us what they would expect, see and experience if personalisation is real and working well in an organisation. These are "markers" that will help show how well an organisation is doing in transforming adult social care through personalisation and community-based support.

## Helping people to stay well and independent 65+

### Summary

The number of permanent admissions of people aged 65 or over has reduced from the previous year and at 593.6 per 100,000 population in 2015/16 this is in line with the national average (latest known is 2014/15). This improvement also met the Better Care Fund target for 2015/16.

The number of people aged 65 or over accessing long term support at the end of March 2016 was 3,512 per 100,000 population, a small reduction from 3,559 the previous March. For those in permanent residential or nursing placements there was a small increase between the two March dates from 1,234 per 100,000 population in 2015 to 1,263 per 100,000 population in 2016. As with the under 65s, this increase will be due in part to a reduction of those leaving placements as the number of admissions fell during the period.

The number of people aged 65 or over accessing long term support at the end of March 2016 was 3,512 per 100,000 population

### Project activity during 2015/16

- During 2015/16 interventions have been implemented across Leicester, Leicestershire and Rutland to change working practices and reduce the number of delays in transferring patients from hospitals back into the community. These interventions include:
  - » Adult Social Care dedicated social care team based at the Leicester Royal Infirmary, covering all University Hospitals of Leicester sites. During winter pressure months, this operational service is provided seven days per week.
  - » UHL have direct access to key discharge and admission services seven days per week.



## Helping people to experience a seamless service

### Summary

The percentage of people who were discharged from hospital into reablement services and were still living at home after 91 days between October and December 2015 (the period used for 2015/16 reporting) has improved to 87.5%. This is an improvement on the previous year (83.5%), and has surpassed the Better Care Fund target.

The number of delayed transfers of care has reduced markedly from the previous year, which is contrary to the national trend.

Between 2014/15 and 2015/16 delays purely attributable to adult social care have also reduced from 2.2 to 1.0 per 100,000 population. During the same period the average of regional and comparable authorities has increased from 2.9 to 3.6 per 100,000 population.

As highlighted by the National Audit Office in May 2016 compared to similar authorities, Leicestershire is the fourth best out of 22 local authorities when it comes to reducing delays attributable to adult social care in 2015/16.

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### Project activity during 2015/16

- The Adult Social Care Strategy 2016-2020 was developed and launched during 2015.
- The Adult Social Care strategy focuses services to promote, maintain and enhance people's independence in order that they are healthier, stronger, more resilient and less reliant on formal social care services.
- Across Leicester, Leicestershire and Rutland a strategic partnership has been formed to develop and deliver a five year plan to address the financial and transformational challenges across the health and care system. This plan is called Better Care Together (BCT).
- A new model of locality team design was implemented throughout 2015. Social Care Locality teams have been re-aligned into Teams with health.
- Community Nursing teams have been aligned with social care teams in Leicestershire's localities. They support the transfer back into community services after a hospital discharge.

# Working together

Partnership activity between NHS and local authority organisations is governed across Leicester, Leicestershire and Rutland by the Better Care Together (BCT) Partnership Board. BCT recognises that there are significant opportunities to improve the quality of care for people by providing more support and care for them in the community, closer to home. At the same time, services face increased and more complex demands because of the ageing population.

Within the county of Leicestershire partnership working between the NHS and the local authority (including District Councils) is organised through the Health and Wellbeing Board.

## Compliments and complaints

In regards to complaints resolved during 2015-16, there was a reduction in the number that were upheld. 43% of complaints were upheld, a reduction of 9% from last year. The report shows that over half of the complaints followed debt recovery processes which accounted for 37 complaints regarding care charges.

Taking into account that 80,000 invoices were issued many organisations would probably be pleased with this low number, although we must not get complacent.

In 2015 -16 there were 170 social care related complaints. This is an increase of 17% compared with the previous year. Of the 170 complaints 43% were upheld either fully or partly.

There were 108 compliments formally recorded last year covering a wide range of topics with a particular focus on carers being made to feel that they are not alone.

This sentiment is echoed in the following quotes from carers and service users –

### Compliments

“Thank you so much (name of worker) for your support over the last couple of weeks. It has made such a difference to all of us to know that we are not alone. Mum called the agency this morning and has already spoken to a carer who will be coming Tuesday-Saturday. My brother is taking Dad out for a day on Monday. I can’t express what a relief it is to all of us and to Mum and Dad in particular. They are both visibly brighter and have been laughing about it all this morning.”

“We can only praise your team...everyone has been very kind, caring and respectful...We did not know all this first class help was available and turned up so quickly in our hour of need.”

In 2015 -16 there were 108 covering a wide range of topics with a particular focus on carers being made to feel that they are not alone.



# The future

The 2016/17 Departmental Business Plan has set out the priorities for the forthcoming year. The priorities are focused upon the principles of the Adult Social Care Strategy 2016-2020. The principles are to prevent, reduce, delay and meet need in a way that maximises the person's independence. The 12 priorities include:

## **Prevent need**

Supporting initiatives to progress community developments which promote or maintain people's independence

## **Reduce need**

Supporting initiatives alongside our partners which focus on the early identification of people at risk

## **Delay need**

Focusing on problem solving before undertaking detailed assessment and eligibility processes (triage approach)

## **Meet need**

Developing skills across the workforce to embed a progressive approach through ongoing review

The activities to achieve these priorities and the full list of priorities are outlined in detail in the Departmental Business Plan 2016/17.



# Balanced scorecard

The Adults and Communities Department have developed a balanced scorecard that shows our performance at a glance. The aim of the scorecard is to make this report more accessible and to highlight areas of achievement and where we need to do better.

Your views on our performance are always welcome and can be addressed to the

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