

Adult Services Business Plan 2017-2018

March 2017

“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

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Commonly used acronyms

EST	Each Step Together
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

Diagram 1: The Golden Thread



1 INTRODUCTION

- 1.1 The Adult Services' workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council's Strategic Plan, describes the operating context, vision, values and aims and objectives of the service for 2017-2018. On 3 April 2017, the Royal Borough will form a partnership with Wokingham Borough Council to deliver its adult services through Optalis, a local authority trading company. In addition to the transfer of operational staff and services, there will be a proportionate transfer of support services resource.
- 1.3 This is the first business plan for the new delivery arrangements and it summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements in 2016-2017. The plan is part of the 'golden thread' of plans and strategies which underpin the work of the service and its employees (see diagram 1).
- 1.4 Delivery of the plan will be monitored internally by the Optalis Executive Board and the Shareholders Board. External monitoring of performance will be undertaken through the agreed commissioning arrangements, with additional scrutiny through the Lead Member for Adults Services, Health and Sustainability and the Adult Services and Health Overview and Scrutiny Panel.
- 1.5 The service's annual resource equates to £30m gross, which is sufficient to meet current levels of demand in the Royal Borough. The service also has access to draw down from block contracts commissioned and managed by the Royal Borough, totalling just under £10m. Adult services' business is delivered through four service areas:
 - Adult Care.
 - Integrated Learning Disabilities Service.
 - Integrated Community Mental Health Team.
 - Adults Governance and Quality Assurance.

2 VISION AND BUSINESS

- 2.1 Adult services' vision is that:

Residents' needs are met as early as possible by highly skilled professionals and our residents are given every opportunity to fulfil their potential.

- 2.2 Our vision reflects the core values of Optalis, see diagram 2.

Diagram 2: Optalis core values



- 2.3 The Borough's ambition for our residents is high. The Adult Services and wider Council management team's activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:
- Ensuring that basic standards of service delivery are met for every service user.
 - Raising practice standards, so that every team becomes a pocket of excellence and service users are genuinely at the centre of their business.
 - Strengthening effective partnerships to increase the level of service available.
 - Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

- 2.4 Core business is structured around prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

Prevention

- 2.5 The Borough's Adult Services deliver a number of services to help our residents and prevent their needs escalating to specialist services. For instance: the Short Term Support and Rehabilitation team provides intensive support to residents coming out of hospital to enable them to continue living in their own homes and domiciliary care is delivered on the basis of outcomes and independence plans.

Safeguarding

- 2.6 Whilst large numbers of the borough's residents do not require safeguarding services, robust systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of residents in the borough.

3 DESCRIPTION OF SERVICES PROVIDED

- 3.1 Adult Services provides a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.
- 3.2 Under the Care Act, local authorities must ensure that local residents receive services that prevent their care needs from becoming more serious and they have a range of high quality, appropriate services to choose from.

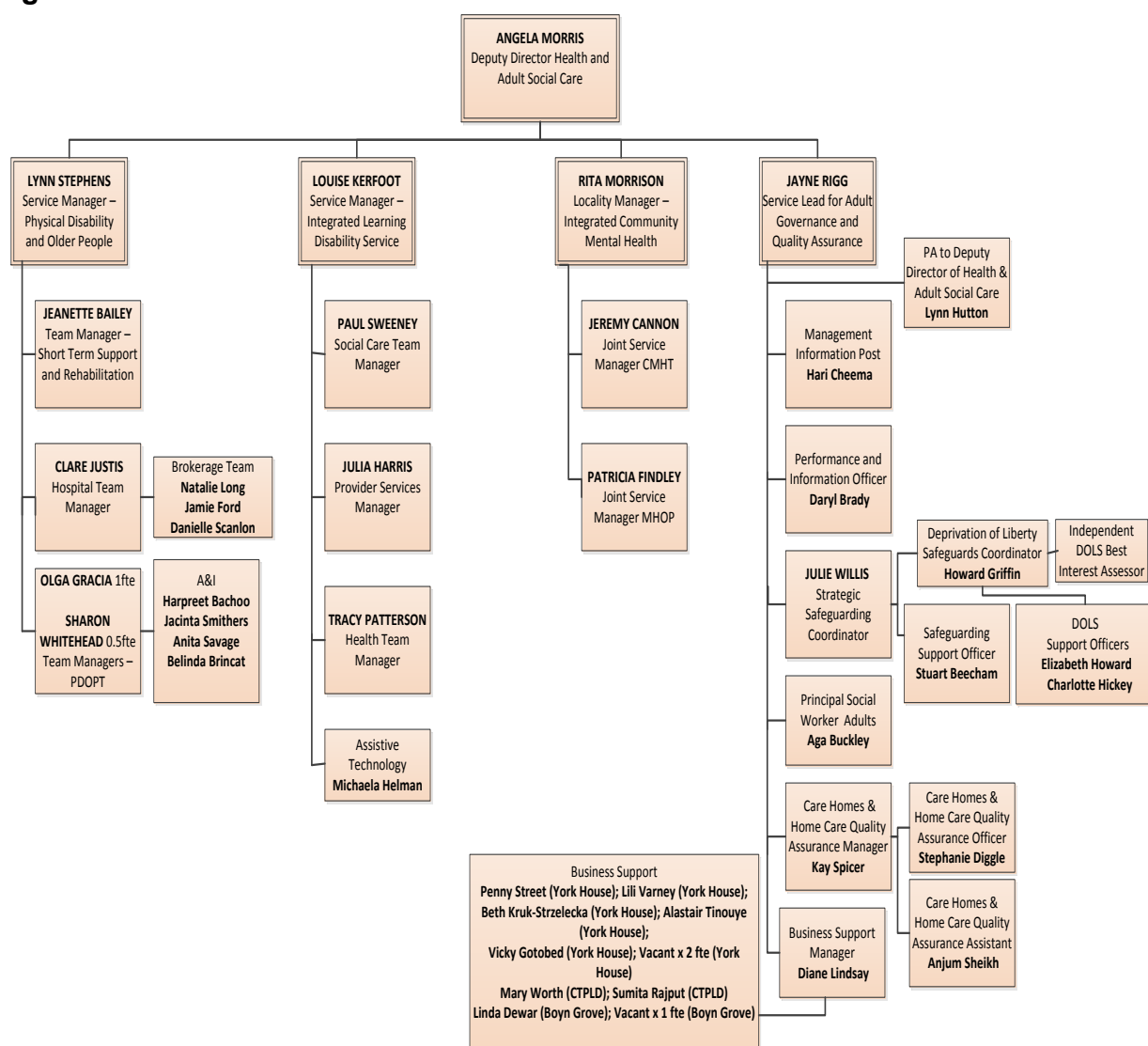
3.3 The Royal Borough, through Optalis, discharges this duty through:

- Services for around 1,400 older people and those with a physical disability, encompassing a hospital team and a short term support and rehabilitation team.
- An integrated service with Berkshire Healthcare Foundation Trust providing services for around 350 people with a learning disability or difficulty.
- An integrated mental health service with Berkshire Healthcare Foundation Trust for around 700 residents.
- A governance and quality assurance service managing around 700 safeguarding alerts each year and maintaining a standards of care framework for the borough's 46 care homes.
- Day centres for adults with a learning disability and those with dementia.
- Residential homes for adults with disabilities.
- Respite facility for adults with a learning disability.

4 WORKFORCE

4.1 Adult Services is structured through four service areas, see diagram 3.

Diagram 3: Adult Services structure



- 4.2 The Borough's Adult Services comprises 260FTE. Its sickness levels are currently higher than the targeted six sickness absence days lost per FTE. Data to the end of December 2016 show an actual of 11.74 days lost per FTE (year to date). Individual service areas have undertaken specific targeted work to support reducing higher levels of long term sickness and staff exceeding the Bradford factor trigger of 120¹. Sickness absence rates have been reduced – but remain a priority for 2017/18.

Workforce development

- 4.3 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers, currently xx in the service, means that organisational history is not always known and knowledge is lost. Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.
- 4.4 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the agreed training needs analysis.

5 FINANCE SUMMARY

- 5.1 Adult Services' gross expenditure budget for 2017-2018 transferring to Optalis is £31.4m, see table 1.

Table 1: Adult Services revenue budget 2017-2018 in Optalis

Service Areas	Gross Budget £'000
Directly provided services	
Windsor Day Care Centre for older people	289
Oak Bridge Centre for adults with learning disabilities	445
Boyn Grove day care centre	1,229
Short term support and reablement	2,403
Winston Court registered residential home	527
Homeside registered residential home	487
Allenby Road respite services	362
Care management	
Physical disabilities and older people – staffing	1,781
Integrated service for learning disabilities – staffing	486
Adult Governance and Quality Assurance - staffing	543
Community mental health – staffing	1,094
Brokerage support services	
Operational commissioning – care brokerage and placements	87
Business Support	283
Data analyst and telecare	90
Senior management	

¹ The Bradford Factor is a system used to calculate a score for each employee's absence in a year and it identifies persistent short-term absence for individuals. It places greater emphasis on the number of occasions of absence, rather than the total number of days' absence.

Service Areas	Gross Budget £'000
Adult social care management and support	365
Commissioned services	
Residential/Nursing Care - spot contacts	6,610
Direct payments, respite care, external daycare and other	2,364
Spot contracts for services for learning disability	8,981
Adult social care support services	446
Mental health care budget – services	2,332
Projects funded from Better Care Fund	236
Total	31,440

- 5.2 In addition to the £31.4m transferring to Optalis, Adult Services is able to draw down services from a number of block contracts commissioned and managed by the Royal Borough, totalling around £14m, see table 2.

Table 2: Royal Borough commissioned services for adults

Commissioned services	Gross budget £'000s
Homecare - outcome based commissioning contract	4,277
Residential/Nursing Care - care element of block contracts for tender in 2016	5,226
Equipment BCES contract - telecare & other	457
Block contracts for LD services	4,214
Total	14,174

- 5.3 In 2016-2017, the Royal Borough took up the new adult social care precept at the maximum then permitted of 2%, adding £18.14 to band D council tax of £906.95. In 2017-2018, the budget assumes the recently revised maximum of 3%, adding a further £27.75 to sustain the growing need for adult social care services.

6 REVIEW OF PERFORMANCE 2016-2017

- 6.1 The performance of the directorate in 2016-2017 is set out in table 3.

Table 3: Performance 2016-2017

Performance
<ul style="list-style-type: none"> Services were delivered to 2,246 service users, a rate of 200 adults per 10,000 in the borough. 2,958 contacts were received, of which 86% progressed to a referral and 14% resulted in no further action. Of the referrals which required adult social care intervention, 67% were allocated to long term care teams. Of the long term care service users, 60% were living in the community, 26% were in residential care and 14% were in nursing care. 2,308 support plans were completed, a rate of 206 per 10,000 adults in the borough. 652 safeguarding alerts were received, a rate of 58 per 10,000 adults.

- 6.2 A regional peer review of adult safeguarding was undertaken in October 2015. A number of recommendations were made primarily around processes and systems to support 'Making Safeguarding Personal' and a comprehensive action plan has been delivered in 2016-2017 to address the recommendations.
- 6.3 The Care Quality Commission undertakes inspections of all regulated services in the borough and in 2015-2016, rated the Short Term Support and Rehabilitation service as Good in all categories. In 2016-2017, inspections were undertaken of 9 Allenby Road in July 2016 and 16 Homeside Close and 5 Winston Court in November 2016. 9 Allenby Road was judged Good and the other two services were judged Requires Improvement, see table 4.

Table 4: Care Quality Commission judgements, 2016-2017

	9 Allenby Road	16 Homeside Close	5 Winston Court
Overall rating for this service	Good	Requires Improvement	Requires Improvement
Is the service safe?	Good	Requires Improvement	Requires Improvement
Is the service effective?	Good	Requires Improvement	Requires Improvement
Is the service caring?	Good	Good	Good
Is the service responsive?	Good	Good	Good
Is the service well-led?	Good	Requires Improvement	Requires Improvement

7 ENVIRONMENTAL CHANGES

- 7.1 There are a range of changes in legislation and demography which will impact on the delivery of adult services during 2017-2018. These include:
- The borough's population is ageing with the number of people aged 65 and over increasing by 9.2% (2,500 individuals) in the next five years to 2020 and by 20.1% (5,500 individuals) in the next 10 years to 2025. This represents a significant and growing challenge in terms of health and social care services because the need for care services increases significantly over the age of 85. Reablement, out of hospital care services and residential care services are all likely to experience increases in demand as the population ages with the number of individuals requiring crisis care, such as stroke, heart attack, falls and hip fracture, rises.
 - The borough has the largest number of care homes per population size in England, 46, for which the Royal Borough has the safeguarding duty and which consumes significant resource in managing the risk.
 - Approximately 13,125 people have identified themselves as carers in RBWM in the 2011 Census, and this is likely to be an underestimate of the true numbers of people caring. This number has increased by 15.1% since 2001 – which is much faster than the rise in the overall population (8.2%). Carers make up 9.2% of the total population in the borough. 27.4% of carers provide care for more than 20 hours per week, 16.6% for more than 50 hours per week. The peak age for

caring is between 50 and 64 years. As the caring role gets more intensive, the proportion of older carers increases.

- The requirement from government for a local health and social care integration plan to be agreed in 2017 that will deliver integration of health and social care by 2019-20.
- The Sustainability and Transformation Plan for the Frimley Health and Care System.

8 OBJECTIVES 2017-2018

- 8.1 The objectives for the Adult Services for 2017-2018 have been set, see table 5. They represent the priorities for the service for the year linked to the corporate objectives and the manifesto commitments. Day to day business is monitored through detailed action plans and management arrangements.

Table 5: Service objectives

Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Ensure residents who receive council care are covered by a care plan. • Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future

No:	Directorate level outputs	Achieved 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing residents' abilities and independence.	Jan 2017		
2	Deliver the Transforming Care Pathway action plan.	Remodelled inpatient and support services for people with learning disabilities, autism and challenging behaviour in place, meeting RBWM's priorities	Reduced hospital admissions and strengthened community support meeting RBWM's needs	Reduced hospital admissions and strengthened community support meeting RBWM's needs
3	Work on a career structure to retain high performing social care staff who do not hold a social work qualification.	N/A	Improve the retention rate for social care staff by April 2018.	

No:	Directorate level outputs	Achieved 2016-2017	Target 2017-2018	Target 2018-2019
4	Implement making safeguarding personal across the statutory agencies.	N/A	Have a robust system in place to measure outcomes by April 2018	
5	Maintain a good performance on delayed transfers of care.	Ongoing	Continue the engagement and solution based approach to respond in an agile manner to transfer of care	
6	Ensure contract compliance with the Royal Borough's service specification.	N/A	All targets achieved within the performance management framework.	
7	Ensure all regulatory services achieve a good outcome through Care Quality Commission inspection.	2 Good 2 Requires Improvement	4 Good judgements	

9 RISK AND MITIGATION

9.1 Adult Services undertakes an annual analysis of risk. There are currently four areas of risk and all have plans for mitigation, see table 6 for a summary.

Table 6: Risk and mitigation

No	Risk	Mitigation
1.	Net increase in demand as service users transition from children's to adults' services alongside lack of cost effective placements.	<ul style="list-style-type: none"> • Increase collaborative working in East Berkshire. • Implement supportive care pathway tiers defined primarily on customer risk and need. • Plan services four to five years in advance in terms of commissioning and framing expectations. • Plan and manage transitions by good operational working between Optalis and Achieving for Children.
2.	Delayed transfers of care that stop people leaving hospital when they are medically fit increase and the Royal Borough is charged for the delay.	<ul style="list-style-type: none"> • Delayed transfers of care are monitored closely by the hospital discharge and commissioning teams • Weekly updates are provided to the Deputy Director Health and Adult Social Care to escalate as required • Ongoing work with the acute trust and East Berkshire project to address delayed transfers of care.
3.	Provider failure leads to significant harm/death to vulnerable people.	<ul style="list-style-type: none"> • Deploy the Provider Failure protocol.

No	Risk	Mitigation
4.	Homecare contract fails to deliver independence outcomes for residents and therefore budget efficiencies	<ul style="list-style-type: none"> • Carewatch and sub contractors take 100% of referrals. • Robust financial processes ensure payments are accurate and timely. • Care governance process holds the provider to account. • Data enables accurate forecasting of demand and budget. • Independence plans and the new way of working is realised.

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