

Lancashire County Council

Scrutiny Committee

Minutes of the Meeting held on Friday, 17th June, 2016 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Bill Winlow (Chair)

County Councillors

A Barnes	J Shedwick
L Collinge	R Shewan
C Crompton	V Taylor
B Dawson	D Watts
D O'Toole	D Westley
Mrs L Oades	

County Councillor B Dawson replaced Councillor M Parkinson and County Councillor D Westley replaced Councillor G Wilkins for this meeting. A minute silence was observed by the Committee for Jo Cox MP.

1. Apologies

None were received.

2. Disclosure of Pecuniary and Non-Interests

None were disclosed

3. Appointment of Chair and Deputy Chair

Resolved: That the appointment of County Councillor Bill Winlow as Chair of the Committee and County Councillor Alyson Barnes as Deputy Chair of the Committee for the following municipal year be noted.

4. Constitution, Membership and Terms of Reference

Resolved: That the Constitution, Membership and Terms of Reference for the Committee be noted.

5. Minutes of the Meetings held on 13 May

a. Minutes of the Meeting held on 13 May at 10:00am

Resolved: That the minutes of the meeting held on 13 May 2016 at 10:00am be confirmed and signed by the Chair.

b. **Minutes of the meeting held on 13 May at 12:00pm**

Resolved: That the minutes of the meeting held on 13 May 2016 at 12:00pm be confirmed and signed by the Chair.

6. Newton Europe Consultants

The Chair welcomed Tony Pounder, Director of Adult Services; Cath Whalley, Head of Service Social Care Services; Linda Garnsey, Operations Manager, Support Planning and Review; Rachel Meadows, Operational Manager East AIA; and Stephen Knight, Newton Europe, to the meeting.

The Committee was provided with a presentation on an overview of how the role and remit of Newton Europe was contributing to the transformation of the design and delivery of services which would result in improved outcomes for adults.

Newton Europe had provided technical support to Adult Services as well as guidance and input into a major change programme. The programme was called Passport to Independence. What was important to note was that this built on the knowledge, skills and values of the existing managers and leaders in the organisation and staff on the front line.

Adult Services had secured technical knowledge from Newton Europe that it felt it needed to better organise some of the processes, practices and systems. The overall approach for this was in three stages:

- Assessment – identifying where the biggest opportunities for improvement were. It was noted that Adult Services was not making the best use of practitioners' time.
- Design – what were the solutions and how do we know they work. Stage 2 had begun in February 2016 and would end in August 2016.
- Implementation – rolling out that supported practice transformation across the county, locality by locality. The implementation stage would take 12 – 14 months.

Adult Services staff were playing a central role in driving this forward. A massive part of the work was understanding what needed to be changed and this was where support from Newton Europe was essential.

In terms of the improvement approach the programme covered Older People (OP), Physical Disabilities (PD), Learning Disabilities (LD) and Mental Health (MH).

By ensuring citizens and their families were at the centre of social care services in Lancashire, Adult Services would empower and equip staff and citizens with

the information and tools so they were able to work together to achieve the desired outcomes, whilst promoting independence and wellbeing.

Questions and Comments by the Committee in relation to the report were as follows:

- Members were pleased to see a transformation taking place.
- The Committee wanted some reassurances regarding occupational therapists. It was informed that 17 occupational therapists were currently employed but Adult Services had recently appointed a further 20 . This would enable concerns about the length of waiting times to be addressed.
- Another appointment had been made to improve relationships with the Acute Hospitals Trust
- The Committee felt it was vital for LCC and the Acute Trusts to start working together as a joined up service regarding the rehab and respite of elderly people. It was informed that the Adult Services Team was currently in the process of meeting with colleagues.
- Regarding assessment capability, Members were informed in terms of integrated working there were practitioners in hospitals, social workers, and discharge coordinators who were traditionally nurses employed by the NHS. They had access to the services Adult Services provided. Regarding people's capability, Adult Services had to be confident that all the practitioners who had access to commissioning services were properly assessing and making decisions based on what someone's level of ability and strength was.
- In terms of the Better Care Fund (BCF), Members were informed that in Lancashire this was £91m. Around £26m of the fund protected Social Care Services.
- The Committee pointed out that Fylde and Wyre had the highest level of elderly people within Lancashire and therefore felt that because the Customer Access Service was based in East Lancashire, the trials and sandboxes undertaken in that area were giving an unbalanced view because the higher majority was in Fylde in Wyre and that the figures from the analysis might be misleading. It was informed that there were pros and cons for all areas of Lancashire and a large amount of work had been done by LCC's finance and information colleagues. There was a lot of data analysis, benchmarking and understanding of demographics going on in the background to make sure results and figures reflected the population of the county.

- Concerns were raised with regards to people coming home from care who lived in properties owned by Registered Social Landlords (RSLs). Members enquired if these properties were adequate and had been adapted for these people, and did Adult Services have links with RSLs about adapted properties. They were informed that Adult Services worked closely with District Councils, the Housing Associations and RSLs regarding which properties had been adapted. If a home was unsuitable, a short term care arrangement could be put in place.
- It was vital to ask frontline workers their views. The structural issues were secondary, as the key issues were how did Adult Services get better processes, better practices, better support for frontline workers and better management.
- It was noted that the main problems and pressures that Health and mainly hospitals faced were addressing services for the elderly. It was important to get the staffing numbers proportionate to the demand being faced and comparative studies were taking place in the county. In terms of commissioning services, it was also important to make sure the amount of work commissioned was proportionate to the needs in different areas.
- Concerns were raised over lack of communication between Adult Services and its customers.
- The Committee requested the numbers of sandbox Clinical Assessment Service (CAS) to Screening Initial Assessment Service (SIAS) referrals, and non-sandbox CAS to SIAS referrals.
- The main focus of commissioners is to make sure that, with the providers of home care, was that Adult Services were delivering consistently. One of the major issues in homecare delivery was the number of home carers who were visiting people. It was vital to get a smaller group of carers staying with the people over a longer period of time. The Committee felt this was an important issue and was interested in the future to see how this service delivery was progressing and was being dealt with.
- Members were informed that 60 more social workers had been recruited with a further 25 still to be recruited. These extra staff were not yet post.. In the long term Adult Services needed to consider how to support a range of activities to the extent that maximised its productivity. Members requested periodical reports on this.
- The Committee acknowledged the good news of the recruitment of extra occupational therapists and the increase in the number of social workers.

- Members enquired how much more work was being done with home improvement agencies as they were crucial to the work Adult Services did and were informed that close relationships were developing.
- The Committee was informed that the ideal caseload for a practitioner was around 20. Practitioners had stated themselves that this was an ideal number.
- Members also expressed concerns about the effectiveness of Liquid Logic in assisting with service delivery and requested that further detail be provided

A copy of the presentation is appended to these minutes

Resolved: That

1. The report be noted
2. The Committee receive periodical updates on how the recruitment of additional social workers was easing waiting times and how Adult Services was maximising its productivity.
3. The Committee receive data for sandbox Clinical Assessment Service (CAS) to Screening Initial Assessment (SIAS) referrals and non-sandbox CAS to SIAS referrals.
4. The Committee receive information on the current position of Liquid Logic and future plans in relation to improving service delivery

7. Strategic Economic Plan

The Chair welcomed Martin Kelly, Director of Economic Development, to the table. A presentation was given providing the Committee with a progress update on the Strategic Economic Plan including key initiatives and programmes.

The Committee was informed that the LEP had been running properly for 4 years. The LEP had developed an investment growth programme valued at nearly £1 Billion. There were 50 major initiatives planned/underway across all parts of Lancashire with key programmes delivering ahead of schedule and exceeding delivery targets. Government had a positive view of the LEP's overall performance. The LEP recognised the need to raise its profile and strengthen

communications with local stakeholders. The LEP welcomed the opportunity to work with local authorities on developing the Combined Authority and Devolution Deal proposals. It viewed the Northern Powerhouse as a positive framework that enabled Lancashire to position its economic strengths and forge stronger cross-boundary linkages.

Lancashire's LEP was the only one in the country with 4 Enterprise Zones. The LEP's Enterprise Zone programme had the potential to create 10,000 new jobs with an investor offer of Northern Powerhouse significance.

The LEP had a £20 Million Growing Places loan fund which was on its 9th commercial investment with £1 Million committed to secure 450 new jobs with a global investor expanding in Preston. Growing Places continued to welcome commercially focused investment proposals from public and private sector partners.

City Deal was the best performing City Deal in the country. All first year targets of the £450 Million City deal programme had been delivered in 2015/16.

Regarding the Growth Deal, Lancashire was one of the few LEPs in the country with a 6 year allocation worth around £230 Million. Lancashire was on track after year 1.

Transport for Lancashire was doing good work around strategic transport which helped make better sense of what was happening across Lancashire.

On the subject of Business Growth and Innovation, the first phase of Boost was completed in September 2015, with 3,000 SMEs engaged and 1,000 businesses improved across the Lancashire sub-region, with 1,200 new jobs created. Boost 2 was underway and the County Council was powering much of this.

A lot of work was underway in Skills for Growth in terms of the adult workforce and how to make it more productive.

The Government had agreed the European Strategic Investment Funding (ESIF) operational programme for England in June 2015. The LEP had successfully secured a 100% improvement in Lancashire's Assisted Area coverage. £188 Million had been allocated to Lancashire's ESIF programme.

Regarding Strategic Marketing and Communications, Members were informed there was exciting work in the autumn concerning the LEPs and how Lancashire presented itself to the external world.

Northern Powerhouse (NP) started off as a proposal from the Chancellor in 2014. NP aimed to close the North of England's performance gaps and rebalance the UK economy. It was still early days but the NP approach was ultimately to be underpinned by 11 Combined Authorities and 11 LEPs working with the Government to develop initiatives of Northern significance that transcend local boundaries. At this stage there was very little funding available. Early NP focus was on inter-city transport connectivity with the work of Transport for the North.

There was continued focus from the LEP on productivity and growth challenges. Lancashire was still around 25% of the national benchmark

Questions and Comments by the Committee in relation to the report were as follows:

- It was noted by Members of the perceived lack of LEP activity in West Lancashire. They were informed that through the LEP Skills Capital Fund £3 Million had been invested in Edgehill University's new bio facility. It was a £12 Million initiative scheme of which £3 Million was provided by the LEP.
- Skelmersdale was pointed out as an area which needed help financially. In terms of Skelmersdale town centre, Transport for Lancashire, which was part of the LEP, was hoping to progress train station proposals, which would cost close to £4 Million for the LEP and the County Council to prepare the case making for a new railway station for Skelmersdale.
- The LEP was also in detailed negotiations with the Homes and Communities Agency and West Lancashire Borough Council, for looking at a new special approach for using the 3 motorways surrounding Skelmersdale. It was felt there needed to be more investment in transport in West Lancashire.
- In terms of the access issues in Fylde and Wyre, as part of Growth Deal 3, investment was already planned for the A585. This included 2 further junction improvements. This was part of a national competition for funds. This was welcomed by Members.

A copy of the presentation is appended to the minutes

Resolved: That the Committee note the update report.

8. Urgent Business

There were no items of Urgent Business

9. Date of Next Meeting

The next meeting of the Scrutiny Committee will take place on Friday 22nd July 2016 at 10.00 in Cabinet Room B (The Diamond Jubilee Room) at the County Hall, Preston.

I Young
Director of Governance, Finance

and Public Services

County Hall
Preston

Adult Services Transformation: Passport to Independence Design Phase Update

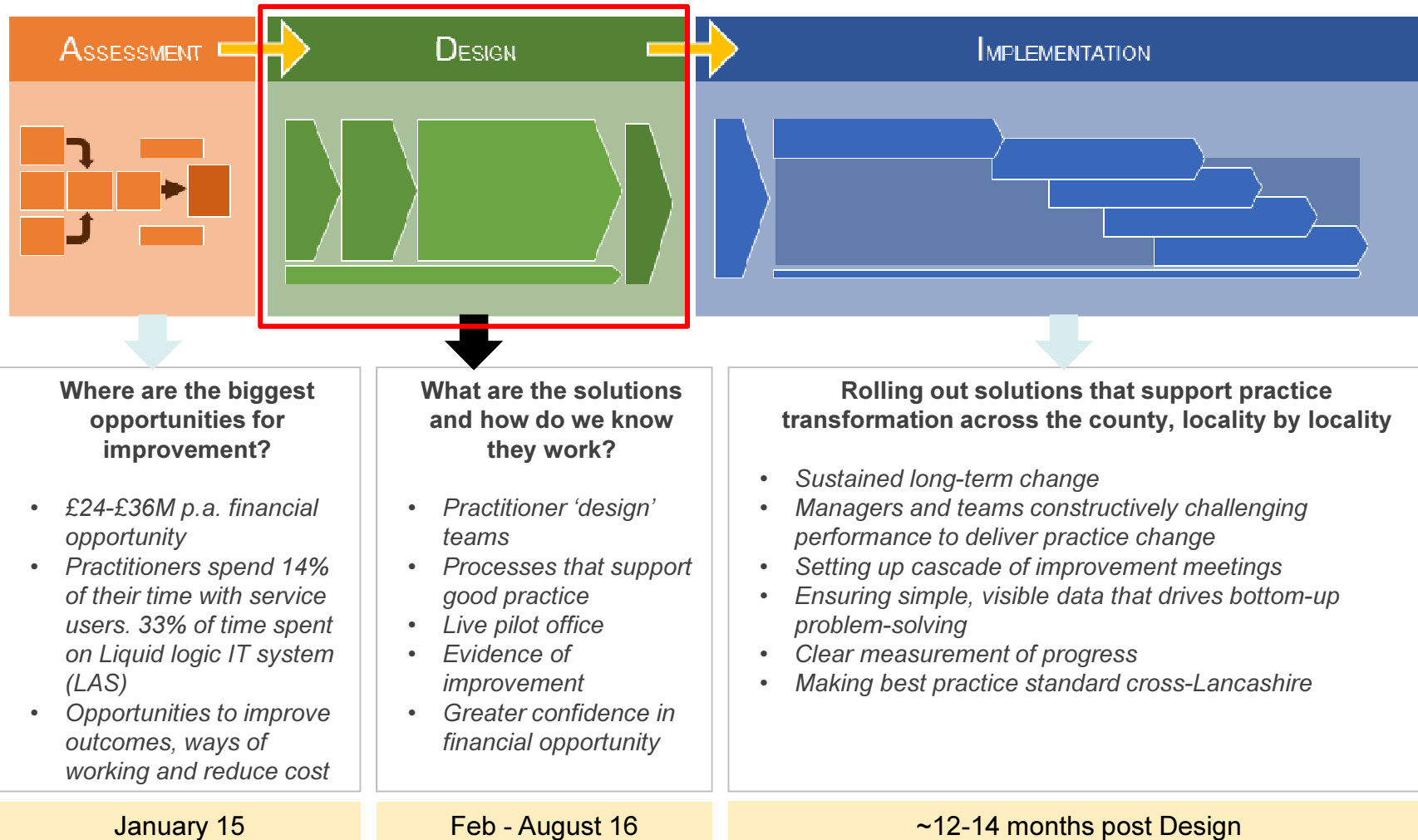
Scrutiny Committee

17th June 2016

Agenda

- Overall approach – Assessment, Design, Implementation
- The opportunities to improve – Service user outcomes and financial
- Co-designing the service with LCC practitioners
- Appendices
 - Contingent model

Overall approach – A/D/I

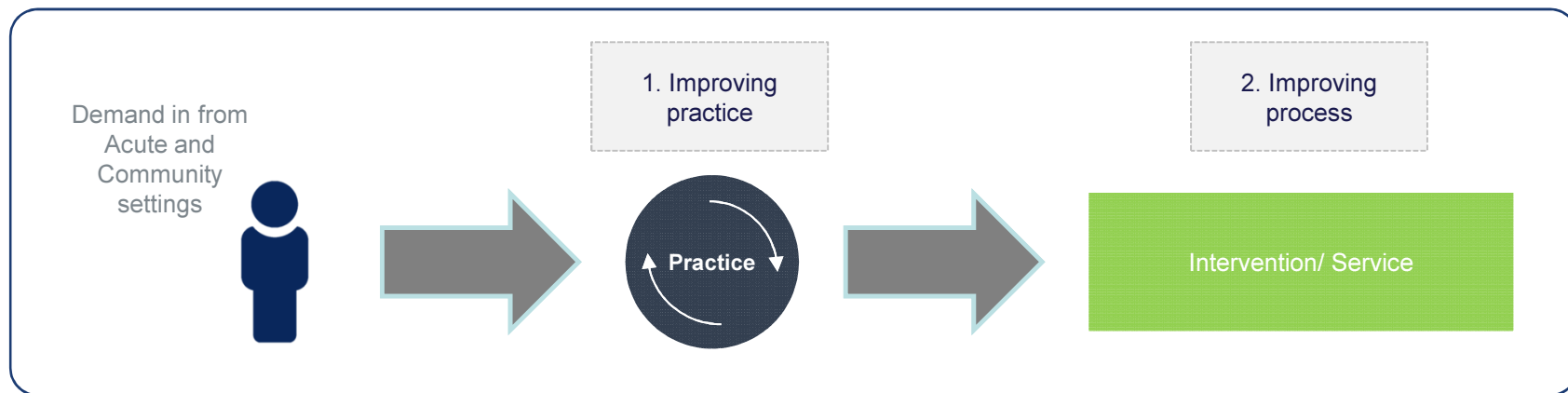


High level improvement approach

The programme applies to the following services:

- Older People (OP), Physical Disabilities (PD), Learning Disabilities (LD), Mental Health (MH)

Approach in Design is based around improving practice and process. This will divert and/or delay demand and reduce overall size of care packages leading to better outcomes for service users and overall financial savings



Improving practice

- Consistent and accurate decisions
- Strength based assessments
- Ensuring menu of options clear, appropriate and systematically used
- Correct volume of Service Users throughout the pathway

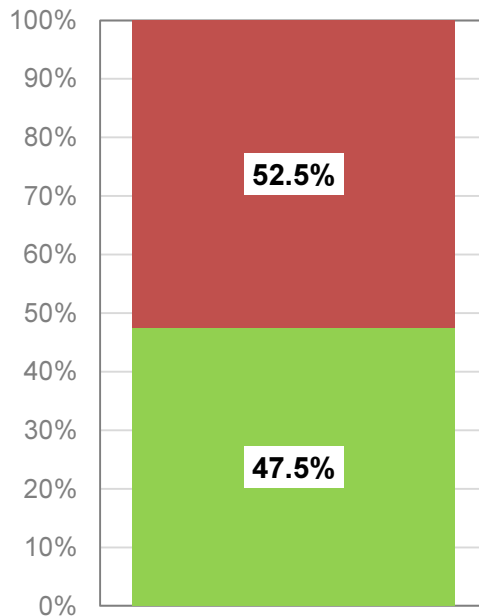
Improving process

- Efficient delivery through improved scheduling, reduced paperwork, reduced travel time
- Process improvement so that services/ interventions deliver better outcomes
- Making the correct practice decisions “the easy option”

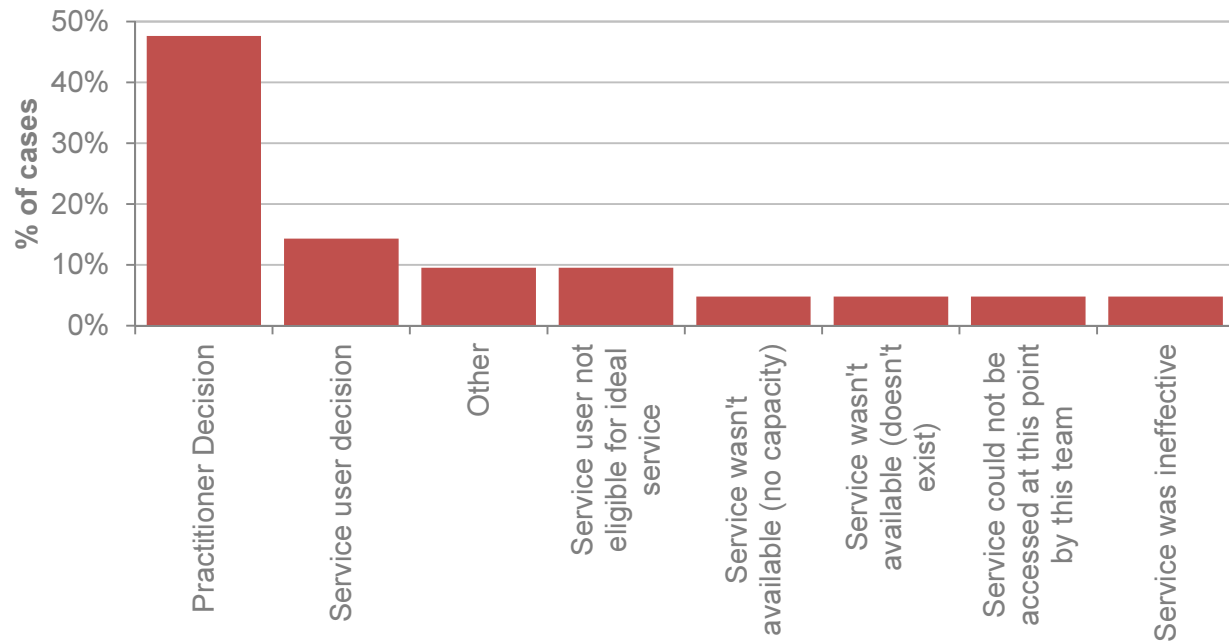
Example workshop output

- Design workshops were held with people from across the county and from all backgrounds associated with adult social care practice
- The output below is a typical example of output from the workshops from Overview Assessment decision making

% Ideal Outcome Achieved at Overview Assessment



Reasons Ideal Outcome Was Not Achieved



Only 48% of cases reviewed achieved the ideal outcome. Not only does this improve service user outcomes and staff ways of working, it also results in a significant financial opportunity

Case study – Mrs B

Quote from Practitioners in the Workshop

“She really just wants to be at home”

Situation for Mrs B, 78

- Entered short term residential care following a short stay in hospital
- Fractured a foot following a fall in short term residential
- Admitted to long term residential following second hospital stay

Suggested outcome

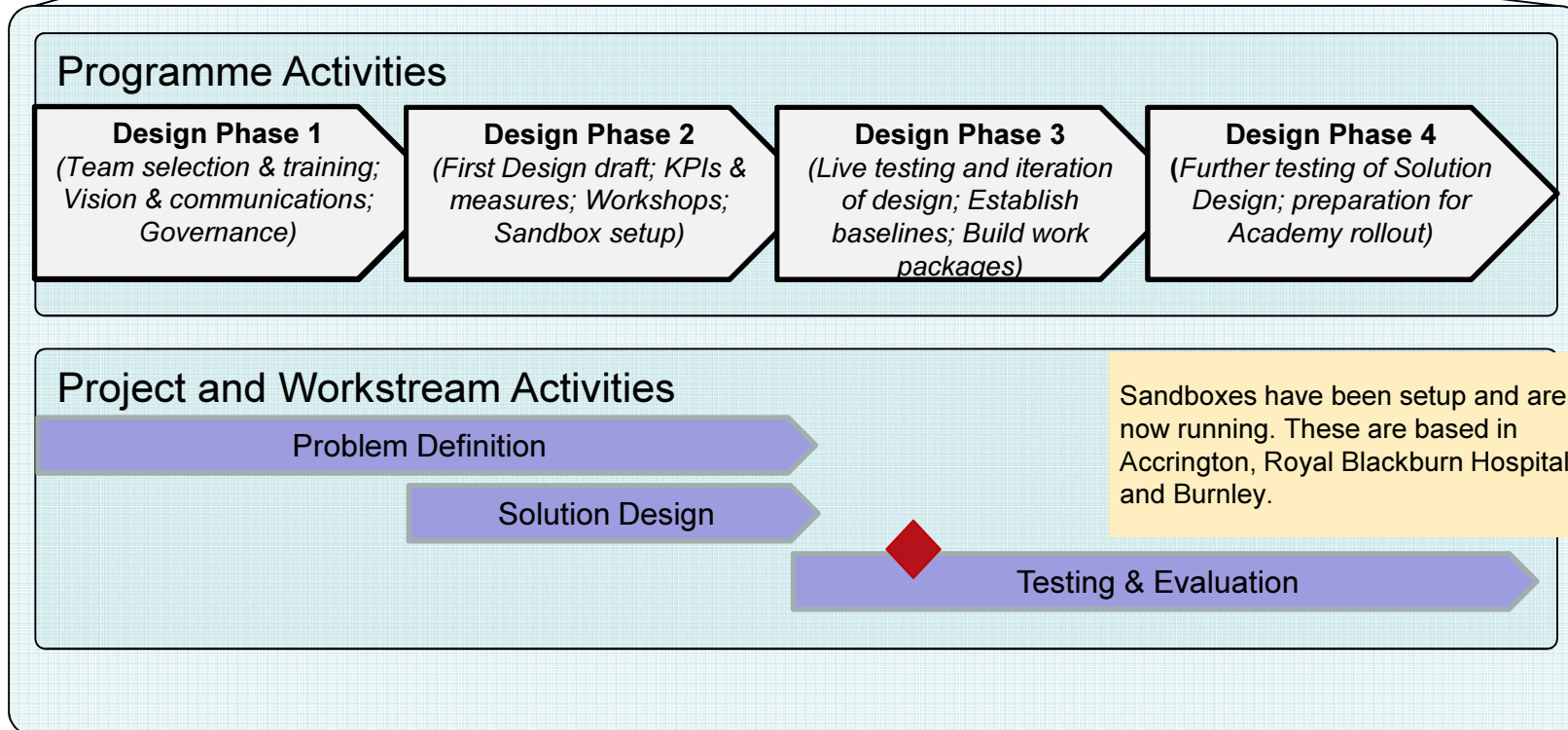
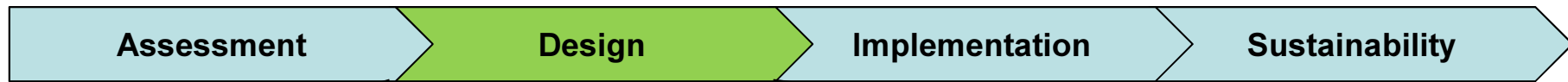
- Reablement with therapy
- Domiciliary package post reablement

Actual outcome

- Discharged into Long term residential care
- Care other than residential not considered
- Lost council home and her dog
- Requesting reviews as doesn't like residential setting

Working with LCC practitioners to Re-Design the service

The phases of Design



'In over thirty years of working for Lancashire County Council, I feel we have a real opportunity to shape the service and make real lasting improvements for citizens and ourselves. I hope everyone embraces the programme, and we go on the journey together.' **Design Lead**

Programme vision and name– by Design Leads

By ensuring citizens and their families are at the centre of social care services in Lancashire, we will empower and equip staff and citizens with the information and tools so they are able to work together to achieve desired outcomes, whilst promoting independence and wellbeing.

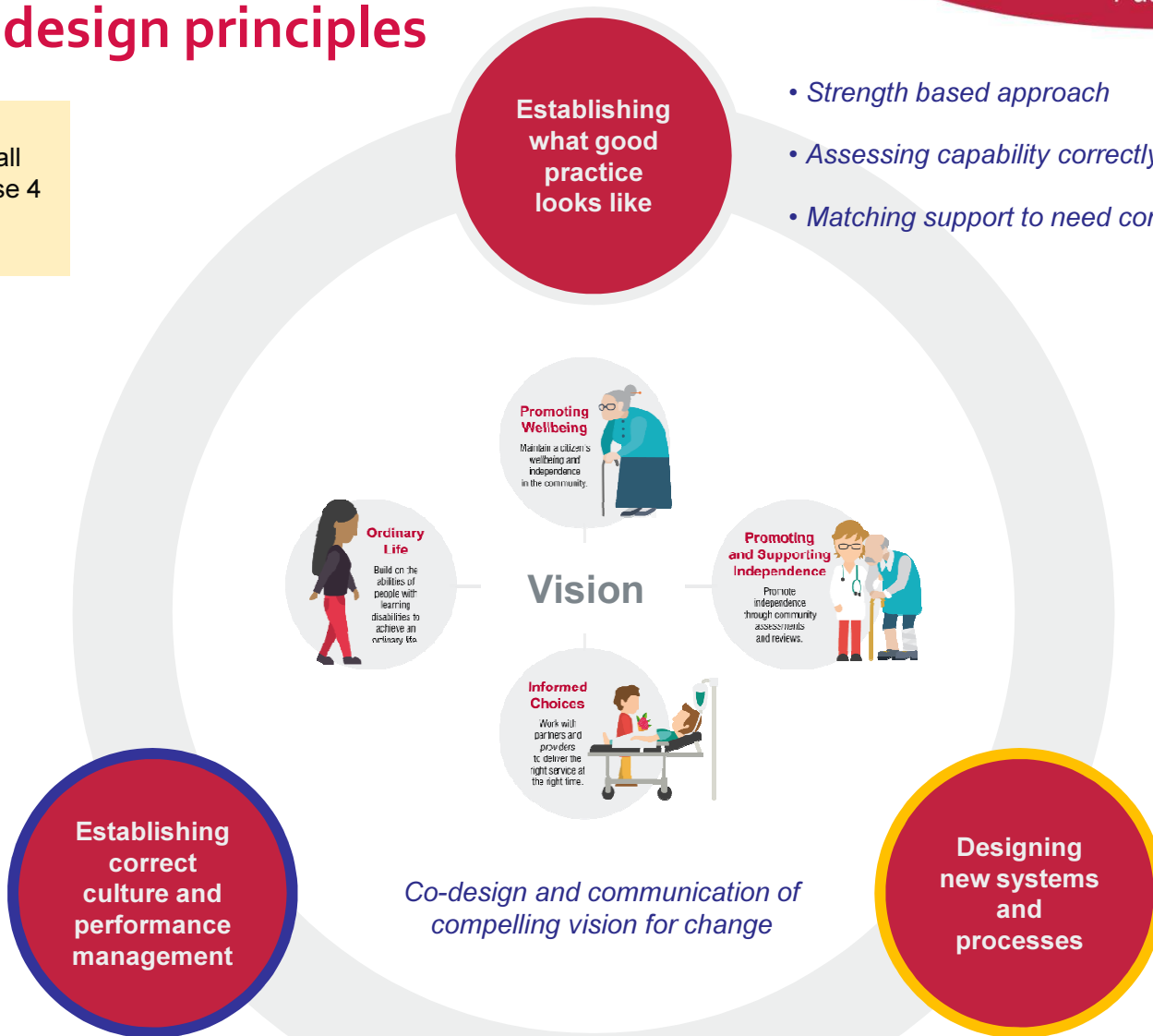


These are the four projects covering the entire pathway and OP/PD and LD clients

Solution design principles

Design solution all based around these 4 principles

- Visible data
- Governance/ improvement cycle meetings in place to aid decision making
- Leadership support in place






- Alignment of systems and processes
- Structural changes to ensure correct roles are in place
- System blockers understood and removed

Promoting Wellbeing

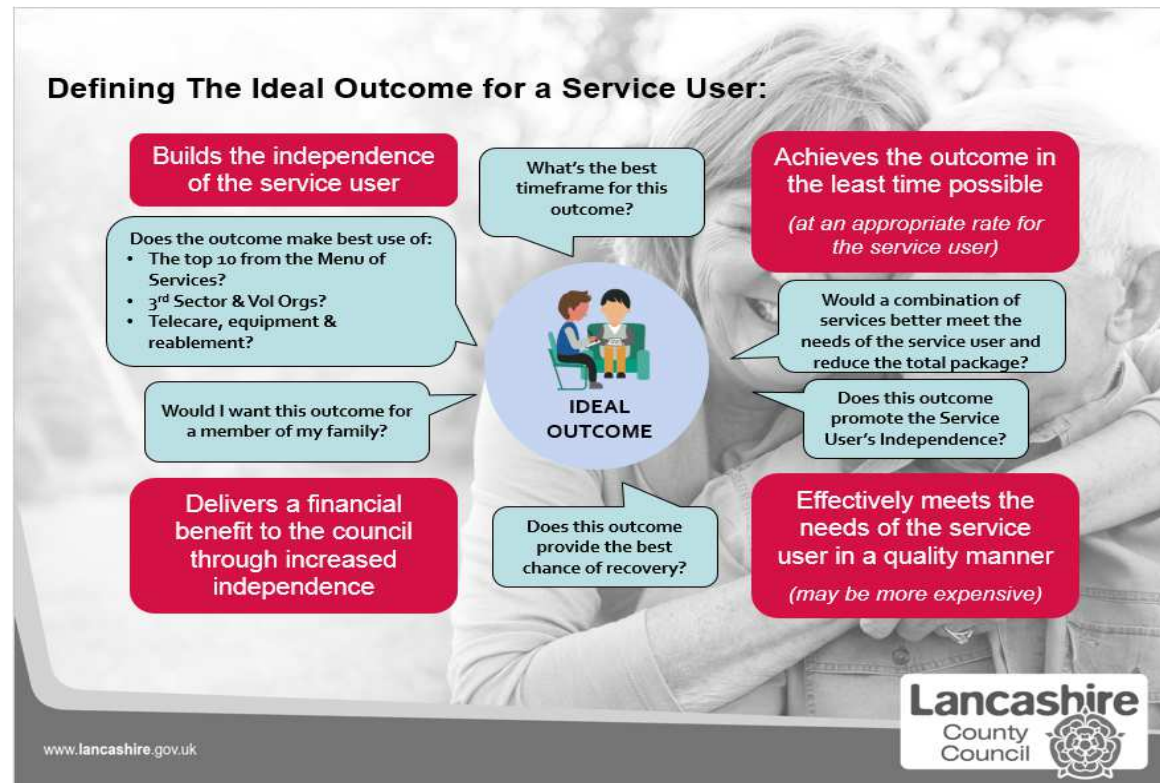
At the access point to Adult Social Care



-  Good Practice
-  Culture and Performance
-  Systems and Process

Definition of Ideal Outcomes

- The principles and key questions to consider when defining ideal outcomes have been developed to ensure a consistent ideal across teams.
- This promotes the project vision of SUs receiving the same, quality care regardless of their pathway into the service



Example initial Sandbox results (Community)

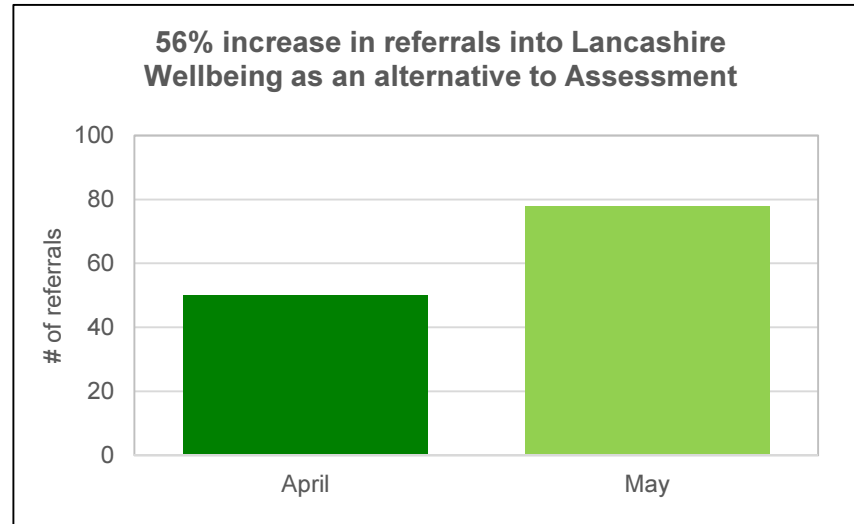
Promoting Wellbeing: Maintain a citizen's wellbeing and independence in the community

Objective:

When a Service User arrives at the "access point" of Adult Social Care we wish to increase the usage of effective voluntary and 3rd sector organisations to prevent/delay referral through to statutory services.

Being tested:

A Top 10 Menu of Service Tool; the involvement of alternative services in sandbox; team briefings and presence in the meetings has resulted in better awareness and use of services like Lancashire Wellbeing.

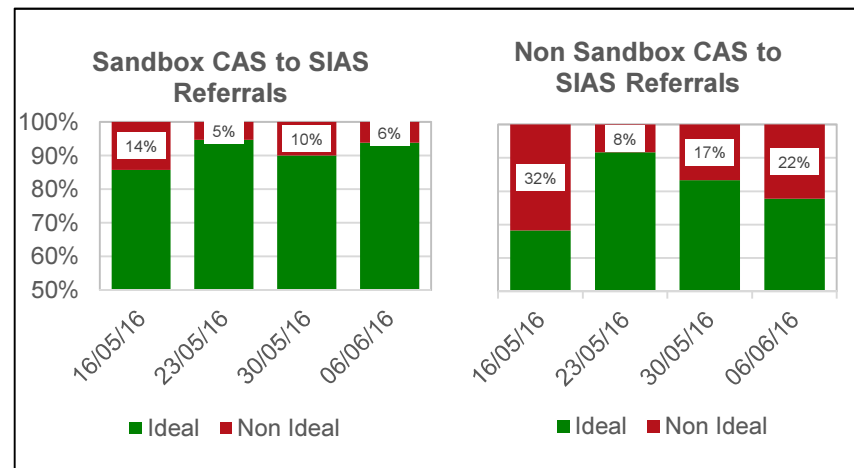


Objective:

To reduce the number of inappropriate referrals from "access point" teams through to Social work assessment teams. This provides speedy resolution for service users and reduces the backlog and amount of work to be undertaken by LCC practitioners

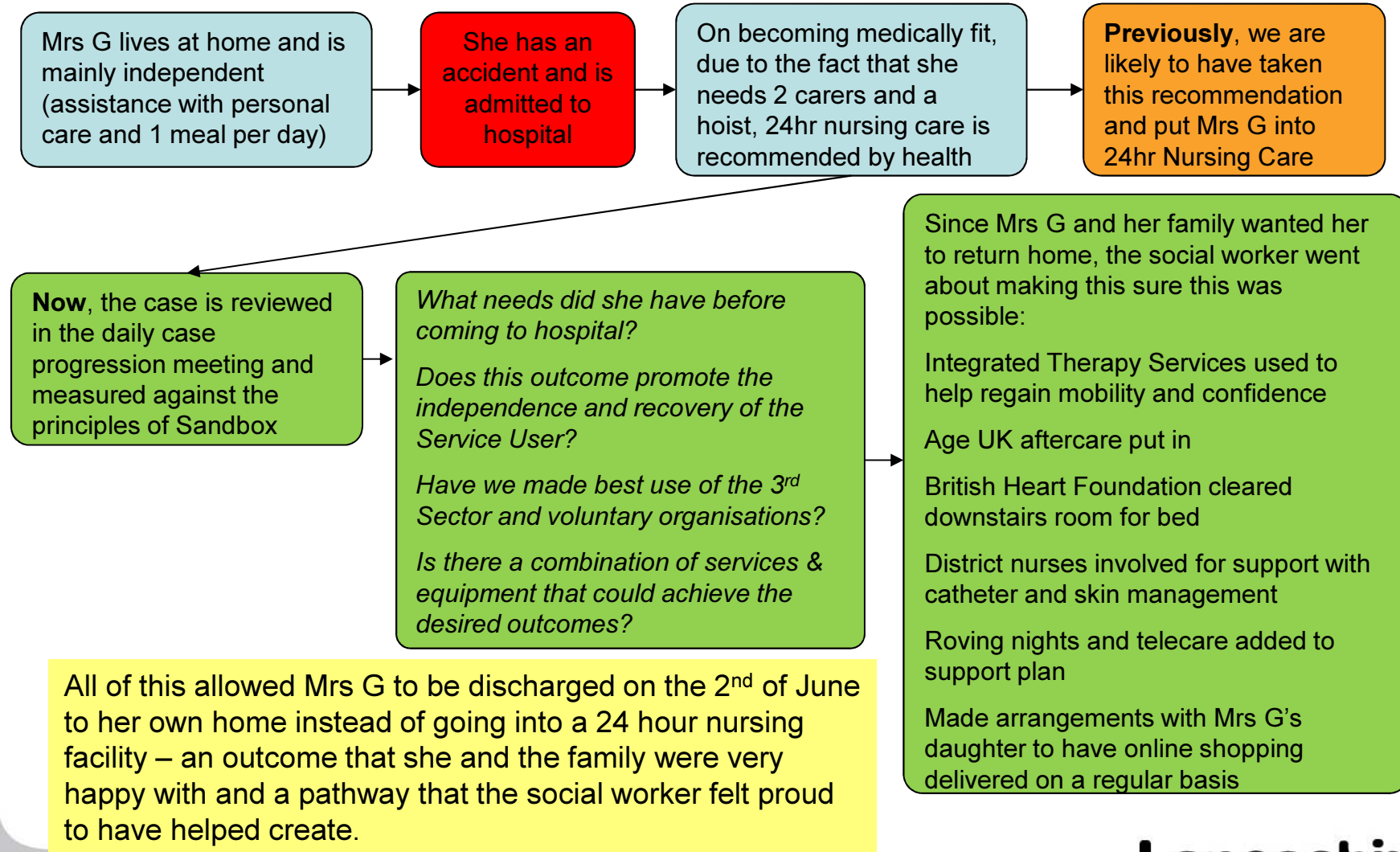
Being tested:

Co-locating CAS (contact centre) with SIAS (initial assessment team) and promoting the live support of colleagues to improve decision making and SU outcomes.



Example initial Sandbox results (Hospital)

Promoting Wellbeing: Maintain a citizen's wellbeing and independence in the community



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Promoting & supporting independence



Practice Questions

Non Problem	Coping	Platform	Preferred Future	Small Steps
What's most important to you in your life?	What's working well and what are you able to do for yourself? What helps you feel safe?	What would most improve your wellbeing or quality of life?	What would be happening if things were working better for you?	Is there anyone or anything in your life that can help to improve your situation?

Independent Desired Outcomes

Independent & Preventative Services

- Info & Advice, Universal, Telecare, Equipment & Adaptations, Reablement, Health

Unmet Desired Outcomes

RAS

Budget

Example initial Sandbox results

Promoting and Supporting Independence: Promoting Independence through Community Assessments and Reviews

Objective:

Increasing the capacity and productivity of Community Teams. Currently practitioners spend ~14% of their time with Service Users.

Being tested:

Team Wellbeing Meetings, Caseload and Throughput discussion, use of Admin and OT resource, scheduling and booking visits, automated sending of letters

Practitioner's experience

Mandy is fully utilising the support through admin and CareNav to increase her availability for the citizens of Lancashire.

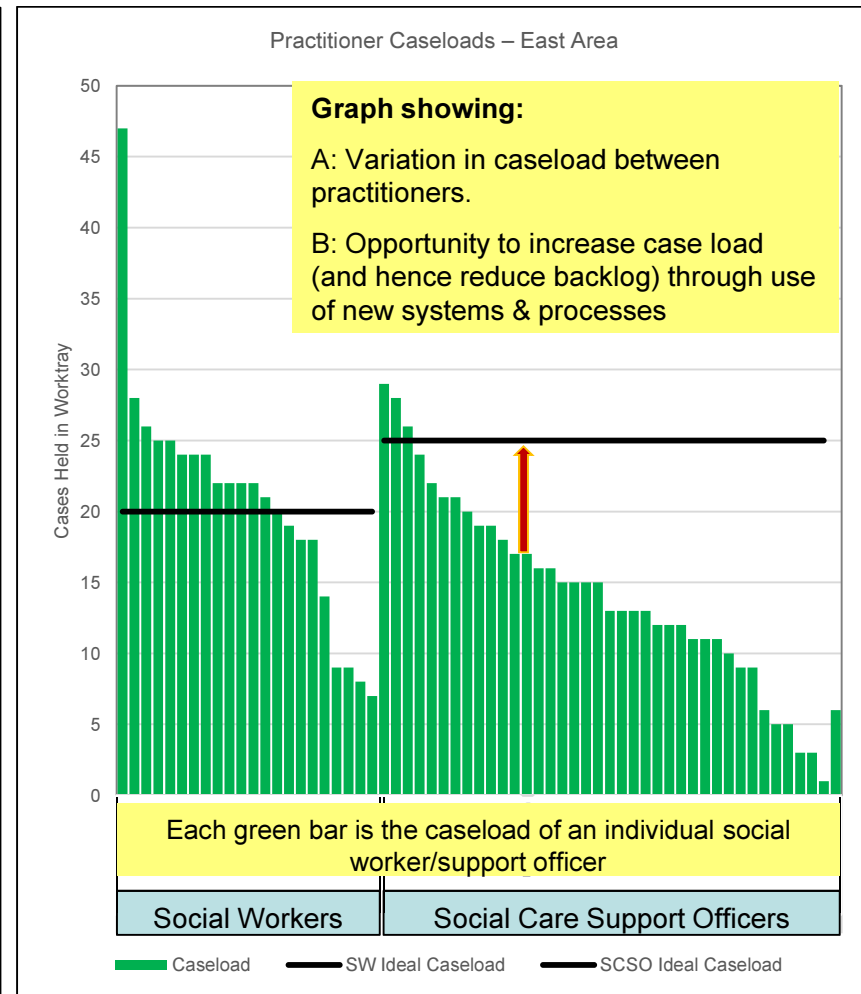
She finds the support so far "brilliant" because she doesn't have to spend time on admin or CareNav tasks anymore

Caseload

Because of the support provided, she was able to progress cases faster than other practitioners

By looking at the caseload report the Team Manager was able to identify the quick turnaround of her caseload

After discussion with Mandy, the Team Manager agreed to allocate 8 additional cases to the practitioner in contrast to the current allocation process of 3-4 cases per practitioner per week



Example initial Sandbox results

Informed Choices: Work with partners and providers to deliver the right service at the right time

Mrs L lives at home with her husband as was assessed as requiring support for Personal Care and Mobilisation

Previously:

Reablement set out as a 6 week plan to undertake visits to address the showering, dressing and improving confidence in mobilisation
Typically this would last for 70hrs of visits before review and feedback from Provider

Allocation:

Reablement case was **allocated on the day** that it was sent over from SIAS

Planning: The

SMART action plan was sent over to the Provider **within 72hrs**

Feedback: After 1 week of Reablement visits the progress **against the plan was scaled** against a framework with descriptive **feedback from the Provided**

Now: Mrs L's Reablement visit in the morning have **reduced by 30mins and other calls cancelled**

She is on track to achieve an independent outcome in 2 weeks

This change in the Reablement process has already meant that 4 Service Users are on track to achieve better outcomes in shorter timescales through Sandbox

For one Service User this was made more possible in the first weeks feedback just by establishing that the right type of shoes could have prevented achieving an outcome in 6 weeks of the old process

Any Questions?

Further case examples
Ordinary Lives – Learning Disability

Ordinary Lives – Enablement Case Studies

- Currently no dedicated enablement service exists within the Learning Disability service. The examples below are two cases being reviewed and supported through the Making Progress Team in the Burnley Sandbox. The sandbox process will verify cost avoidance and package reduction due to enablement

Mr K

Mr K is a young man living with a learning disability. He currently lives with mum and attends college during the week. Mr K has the potential to live very independently and is looking forward to working with the Making Progress Team.

To achieve a more independent life, Mr K is currently receiving enablement to develop his independence in three areas:

- Travel training to the local Asda and then to College in September
- Food shopping
- Cooking meals

Benefits to Mr K include significant increase in wellbeing as well as avoidance of much larger package of care once he moves out of the family home to live more independently.

Miss J

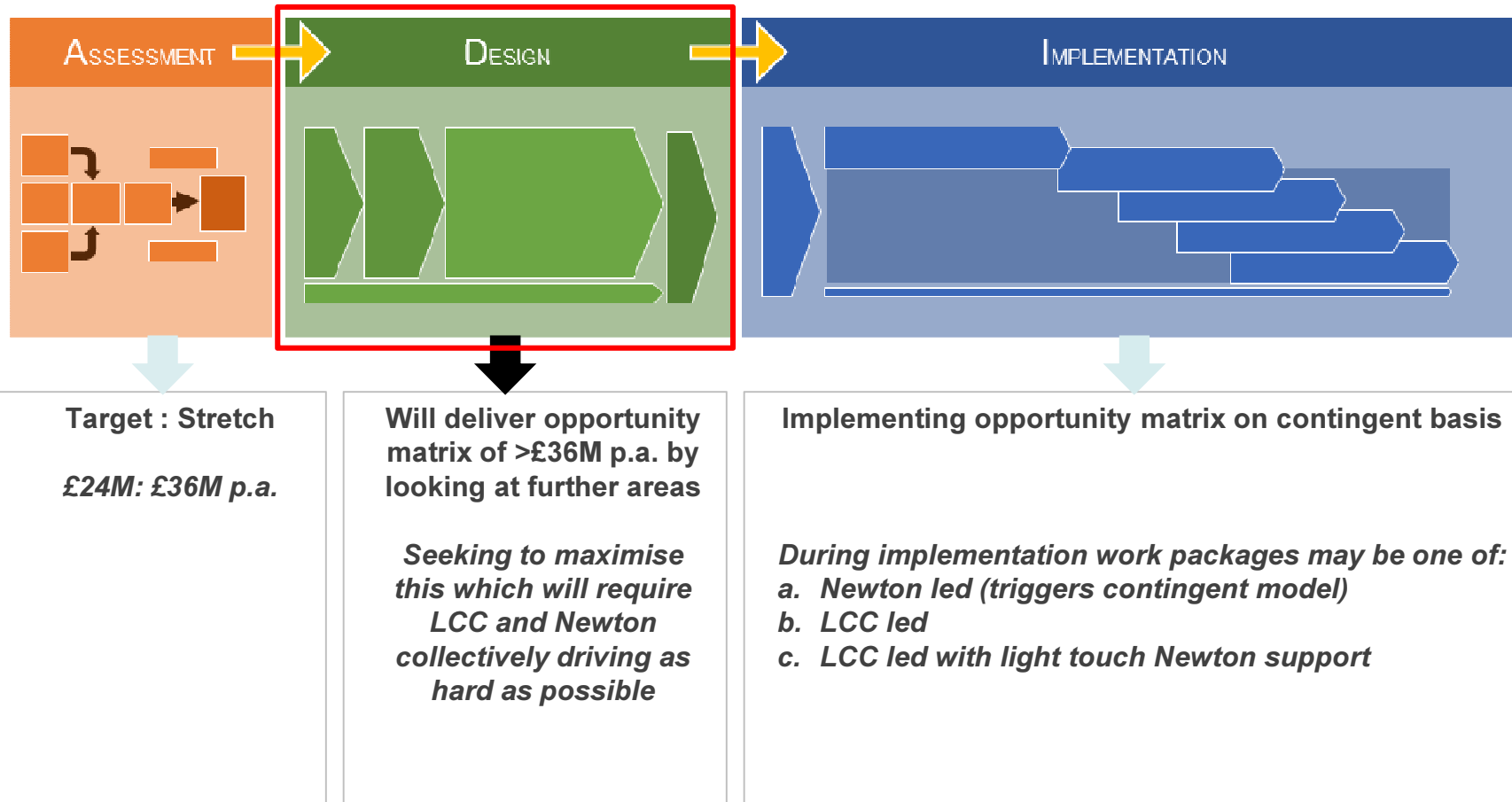
Miss J lives in a supported living group house and receives a considerable package of care to help meet her needs. Miss J has always voiced a want to learn how to prepare her own meals to support her in improving her independence.

To help Miss J achieve more independence and to reduce the amount of support she receives to prepare meals she will be working with the Making progress team to learn more about cooking. Starting with lasagne, Miss J is looking forward to learning new skills and is excited about the opportunity to prepare her own meals.

Along with a increase in wellbeing, and learning a new skill, this piece of enablement is aiming to reduce the amount of 1:1 support that Miss J receives in her house.

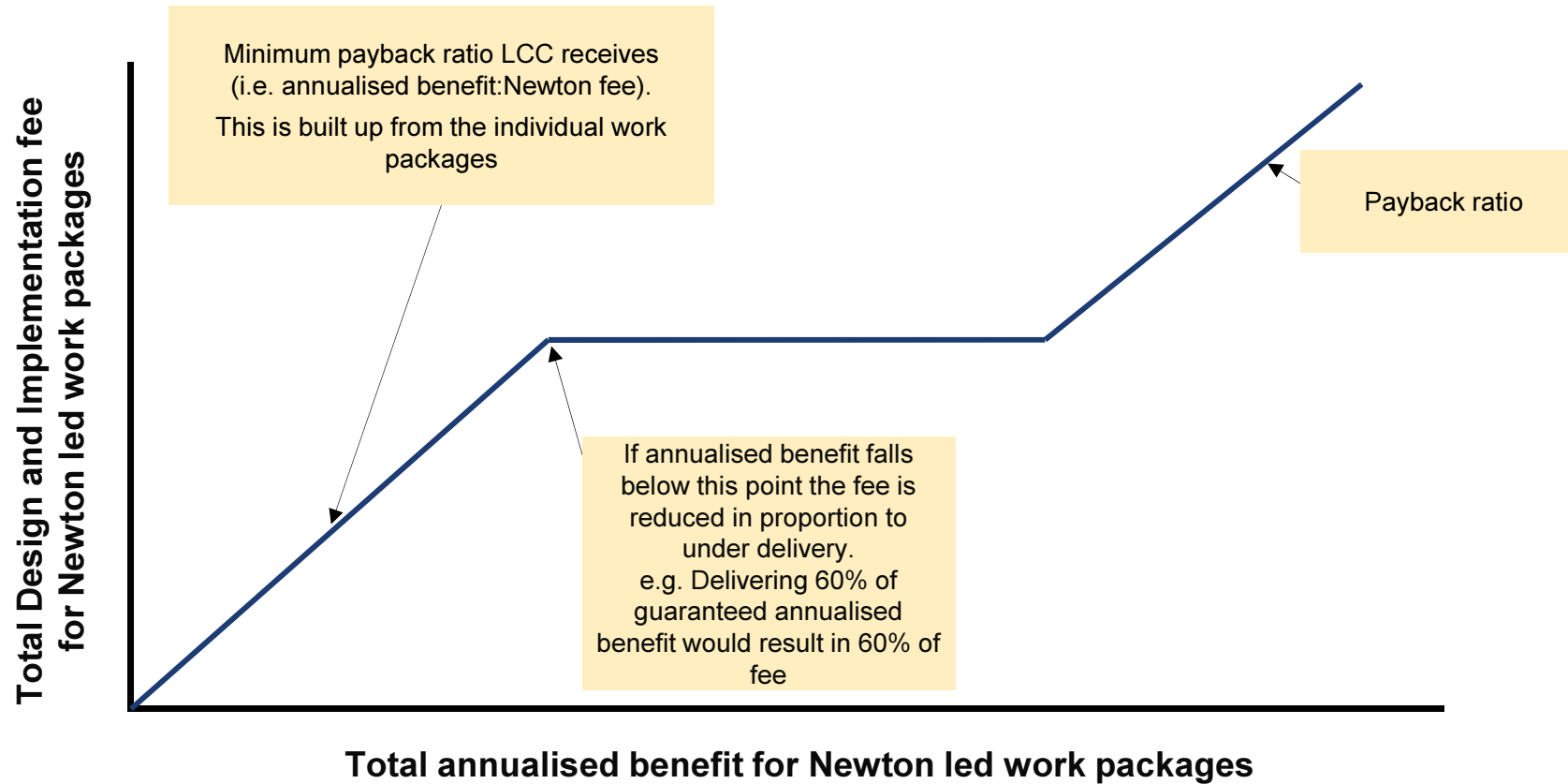
Appendices
Contingent fee model

Financial opportunity (annualised)



Contingent fee model – triggered upon entering implementation

The contingency is triggered at implementation but will apply to the entirety of the implementation work package fees, and retrospectively the associated design fees, when Newton leads the relevant implementation





Lancashire
Enterprise Partnership

Update on LEP, SEP and Key Initiatives

Martin Kelly
Director of Economic Development

Scrutiny Committee

17 June 2016

