

MINUTES OF A MEETING OF THE COMMUNITY WELLBEING & OLDER PEOPLE POLICY AND SCRUTINY COMMITTEE HELD AT COUNTY HALL, CHELMSFORD ON 9 DECEMBER 2010

Membership

- | | |
|-------------------------|--------------------------------------|
| * W J C Dick (Chairman) | * R A Pearson |
| * L Barton | * Mrs J Reeves (Vice-Chairman) |
| J Dornan | Mrs E Webster |
| * M Garnett | Mrs M J Webster |
| * C Griffiths | * Mrs J H Whitehouse (Vice-Chairman) |
| S Hillier | * B Wood |
| * L Mead | |
| * Present | |

The following also were in attendance: Councillors A Brown (Deputy Cabinet Member), A Naylor (Cabinet Member) and I Pummell; P Coleing, Co-Chair and Ms M Montgomery, Deputy Co-chair of Essex AH&CW Older People's Planning Group.

88. Attendance, Apologies and Substitute Notices

The Committee Officer reported apologies had been received from Councillors C Riley, E Webster and M Webster.

It was agreed that the order of the Agenda be slightly amended so that Item 7 on the published agenda was considered immediately after Item 5 with the running order of other items remaining unchanged.

89. Declarations of Interest

No declarations of interest were declared.

90. Minutes of last meeting

The Minutes of the Committee held on 11 November 2010 were approved as a correct record and signed by the Chairman subject to 'Epping Forest' replacing 'Epping' in Item 82(c).

91. Mental Health Trusts

The Committee received an overview report (CWOP45/10) from Caroline Robinson, Deputy Director of Mental Health Joint Commissioning commenting on the Annual Reports from the two Partnership NHS Foundation Trusts in Essex and further reports comprising the Annual Report from each Trust (CWOP/46/10 and CWOP47/10).

Both Trusts had received an 'excellent' rating for both use of resources and quality of services by the Healthcare Commission, which in the case of SEPT

was for the third year running. Whilst both Trusts had continued to make progress on indicator NI135 (carers receiving a service or advice as a percentage of clients receiving community services), the data indicated that they were still not achieving the 28% target set by ECC. Both Trusts had an action plan in place and had increased investment in services to Carers which reflected their commitment to improving performance. This was an area for continued focus in 2010/11.

Both Trusts also had been piloting Self Directed Support (SDS) during the year.

Representatives from each Trust were in attendance at the meeting with a discussion held with each Trust in turn with issues highlighted and debated as indicated below with some of the discussions applying to both Trusts.

(a) South Essex Partnership University Foundation Trust (SEPT)
Annual Report

Philip Howe, Director of Partnerships and Social Care, and Carla Fourie, Associate Director of Partnerships (statutory and carers) joined the meeting.

After introductory remarks the following were highlighted and/or raised during the subsequent discussion.

(i) Carer Assessments

SEPT had an action plan in place to further improve performance with particular targeted focus on assessment teams that were underperforming. With significant resource investment to improve these figures SEPT expected 2010 end of year figures to show a significant improvement.

SEPT were focussing on new models of carer support with further patient and carer empowerment. However, feedback had also indicated that Carer assessments were often seen as intrusive and this mindset needed to be challenged. A copy of the current assessment form would be provided to Members. ECC had worked with Thurrock and Southend Unitary Authorities to streamline carer assessment processes and to place greater emphasis on 'can we find out how we can support you'. Carers, and people with experience of having been a carer, were both being actively involved in the assessment and evaluation process. Members discussed the difficulty in reviewing solely abstract percentage performance indicators and were advised that actual numbers also were available with 534 assessments having been completed, constituting 24.9% of the number of carer assessments undertaken as a percentage of all clients receiving community services (not all mental health people had a carer).

(ii) Self Directed Support

The ECC/SEPT Self Directed Support pilot was operating across the three main regions of South Essex: Rochford/Castle Point; Basildon and Brentwood

covering both PCTs. The pilot began in January 2010 and would be operating for one year gathering important data to ensure the successful roll-out of the pilot thereafter.

The pilot had been fully supported by staff training and expertise from ECC to share learning and best practice from other service areas where SDS had already been implemented. The pilot was being evaluated by the MIME project (Making Involvement in Essex Matter).

(iii) Number of people in residential care

The number of people in residential care had continued to rise. The Trusts were working with ECC to audit case files and identify what the underlying issues were in terms of demand, practice and alternative opportunities to support people to live more independently. This work would inform the development of supported housing options and would be discussed with the Mental Health Housing locality forums that had been established.

(iv) Supporting People into Employment

Targets for supporting people into employment, volunteering, education and training had been exceeded for the second year. This had been partly due to the benefit of a Performance Reward Grant (for supporting people with mental health problems into volunteering) although this funding had now been withdrawn and the supported volunteering projects had had to cease with effect from 2010/2011. However, through partnership working with other organisations it was expected that performance on this metric would still be good. It was acknowledged that as part of this support it was necessary to make new, and develop existing, relationships with local employers and that this could be a challenging skill set to develop for some staff. Whilst it was suggested that the mental health trusts should work together with Essex Cares to co-ordinate working with Essex employers it was acknowledged, however, that there was a different placement criteria for those with mental health issues, particularly those with learning difficulties, and that the potential for such co-ordination with Essex Cares would be limited as a result.

(v) Budget

The Accounts for the year ended 31 March 2010 disclosed an under spend of £38,000 in respect of income of £2.655 million. However, within that there were some significant departmental expenditure variances against budget which needed to be reviewed to ensure that demand for future resources were budgeted in the right part of the organisation. It was suggested that this was also an issue for NEPFT.

The SEPT representatives were thanked for attending and then they left the meeting.

(b) **North Essex Partnership NHS Foundation Trust (NEPFT)
Annual Report**

Andrew Geldard, Chief Executive, Paul Keedwell, Director of Operations and Nursing, Geoff Scott, Director of Strategy, from NEPFT joined the meeting.

(i) Budget

For the year ended 31 March 2010 NEPFT had disclosed a net operating surplus before impairments of £1.54m on a total income of £97.077m, which had been £90,000 better than planned. The capital programme had been managed within plan including the opening in November 2009 of their showcase Crystal Centre, an older adult mental health facility in Chelmsford.

(ii) Carers

Whilst NEPFT had underachieved their NI135 target for carers the Trust had set out a new number of initiatives to improve future performance and current performance was reported as well ahead of the 28% target. The Trust had also successfully undertaken an independent survey of over 500 carers and was reviewing its Carers Strategy and action plans in the light of this feedback and would undertake a further survey in 2010/11. The response rate to the survey had been 29% and two thirds of that number had said that they had been offered the opportunity to discuss their caring role and needs.

NEPFT explained their innovative work in developing with carers a number of outcome measures (Carer Reported Outcome Measures). Through this process NEPFT were learning from carers how they would like future evaluations and assessments to be made and it also provided them with a further opportunity to identify their needs and wants. An often cited need was that the carers wanted to know that there was a designated person they could contact at a time of a crisis and for when they needed further particular information on an issue. A copy of a training DVD, made by NEPFT, of carers and staff discussions on the carer experience would be provided to Members once available.

Through a PROM (Patient Reporting Outcome Measures) pilot NEPFT were inviting feedback on patient's treatment experience including safety and clinical effectiveness, identifying what they felt was important and which particular aspects of NEPFT performance should be measured. The following common issues had been identified during the pilot: the importance of feeling valued and being treated with respect; reducing and minimising symptoms; empowerment to make choices and decisions; feeling safe and secure; staying as well as could be expected with regard to one's condition; and the ability to have someone to contact at time of crisis. The above would be reflected in NEPFT's ongoing and dynamic Quality Improvement Programmes.

It was agreed that the Trust would consider whether further information measuring improved user experience as a result of more people being helped into supported housing could be provided to Members in due course.

(iii) Proposed changes to housing benefits

One specific issue raised by the NEPFT Governors had been concern/uncertainty about the wider impact of proposed changes to housing benefits for younger adults. It had been suggested that to enable young people to live independently in future, there could be increased demand for shared occupancy housing and that there could be pressure on LAs to provide/secure this. NEPFT were working with NACRO and other housing associations to further develop supported housing initiatives. It was acknowledged that ECC did not have the same responsibility for housing provision as a district/borough council but ECC would continue to work with appropriate partners to leverage financial support where it could for future housing needs.

(iv) Performance on other social care indicators

The C31 indicator (giving a percentage of adults with mental health problems helped to continue to live at home per 1,000 population) had been either 4.8 or 4.9 throughout the year. Members discussed the usefulness of this indicator without further context to benchmark it, particularly as it seemed low set against a target of 5 and that both Trusts evidently performed well against the national average. The Trust also pointed out that this was no longer one of the national indicators. It was **Agreed** that Craig Derry, Director of Planning and Service Development, be asked to provide further clarification and context for these statistics at the next meeting of the Committee.

An ECC finance data review/cleansing exercise of direct payments made by ECC had identified significant errors in the reports to the Trust resulting in the substantial decrease in reported performance for NI130 (the number of direct payments and personal budgets for clients aged 18 plus during the year) thereafter. A key focus of the pilot on self directed support would be to improve this performance measure and more staff had been trained as a result. It was acknowledged that it was important for the effective and meaningful evaluation of the pilot that there was a reasonable number of people approved for SDS. Anglia Ruskin University would be involved to provide independent evaluation. In due course feedback on this exercise would be provided to Members. The Trust identified that it also was working with a small NHS pilot in mid Essex which was exploring the use of personal budgets using NHS funding complementing the social care pilot.

It was likely that representatives from both Trusts would be invited in the near future to meet the Committee informally to discuss future developments in adult social care. The Chairman thanked the representatives from NEPFT for their attendance and thereafter they left the meeting.

92. Occupational Therapy Review – Update Report

The Committee received a report (CWOP/49/10) providing an update on the project to evaluate current Occupational Therapy (OT) processes and identify areas of improvement that could reduce service user assessment waiting times, equipment provision delays and complaints. Karen Wright, Standards

and Governance Director, and Diane Brown, SDS Advanced Practitioner, joined the meeting to introduce the item.

(a) Phase 1

Phase 1 of the project had completed in late October and focussed on identifying key issues and, where possible, implementing 'quick wins' to resolve the identified issues. As a result, revised or new processes had been recommended to:

- (i) ensure that an appropriate skilled worker was allocated in the first instance to avoid the duplication of visits to service users and reduce assessment delays;
- (ii) improve the equipment referrals process between Social Care Direct and the Rapid Response Technicians;
- (iii) standardise treatment of Children's cases;
- (iv) introduce a fast track process for low level equipment adaptations; and
- (v) introduce a virtual appeals panel for the Commissioners Panel and Direct Provisions Process.

(b) Phase 2

Phase 2 would look at the future direction of the service, taking into account the recommendations made within Phase 1, to ensure alignment with the Target Operating Model and long term aims of the organisation and to design a model where savings could be made resulting in a more efficient function. The completed Phase 2 design with an implementation plan was due to be delivered during December. The review was looking at:

- (i) general procurement and provision of equipment,
- (ii) improving the administration of the Disabled Facilities Grant and efficient partnership working with districts so as to streamline decision points and to get the districts involved earlier in the process. It was confirmed that this did not have resource implications for the districts as they had been requesting that cases be passed over to them earlier. Appropriate safeguards and risk management processes would be strengthened if necessary. Members were invited to raise any individual locality issues with operational management after the meeting. It was noted that Children's Services and Adult Services did not have compatible OT commissioning systems. It was acknowledged that there were issues as a result of this but that ECC were working on the premise of maintaining a 'family record' so that duly vetted and authorised staff from both directorates could have access as needed.
- (iii) implementation of the use of pre-payment cards for equipment,
- (iv) ensuring the most effective general placement and utilisation of resources; and
- (v) exploring the impact of enabling training providers being able to complete manual handling assessments and accessing directly equipment.

Members welcomed the review and wanted to see quantifiable outcomes such as a noticeable reduction in average waiting times (to include access to minor and major adaptations) and how many cases were being assessed and processed. Operational management were confident that recent process improvements would result in significant improvements in waiting times and agreed to present updated statistical analysis at the meeting in February 2011. A copy of the Homes for Life report which looked at the adaptations that can be installed in a home, would be circulated to Members.

93. Adult Social Care Services

Liz Chidgey congratulated all partners, Members and staff for their respective contributions and support which enabled ECC to receive an excellent rating for Adult Social Care Services in its Annual Performance Assessment from the CQC.

94. Libraries: Goldlay Gardens

The Committee received a report (CWOP/48/10) on the future role of Goldlay Gardens and a Target Operating Model for the Library Service. Susan Carragher, Director of Libraries and Culture, Martin Palmer, Principal Officer, Libraries, and Councillor Jeremy Lucas, Cabinet Member for Heritage, Culture and the Arts joined the meeting and introduced the item. The Committee had previously considered the future of the library service at Goldlay Gardens at its meeting on 8 July 2010.

(a) Goldlay Gardens

Essex Libraries had used economies of scale as the rationale to centralise stock procurement, supply, selection and management, marketing and promotion, and various other services which could be undertaken strategically for the county as a whole rather than being replicated at each service point. Many of these services, together with a single delivery point, had been concentrated at Goldlay Gardens. The stock at Goldlay Gardens enabled the concentration of storage and management of material which, while no longer popular enough to be on open shelves in libraries, was still in some demand. The collection was weeded regularly with unwanted being stock sold to dealers or via book sales etc.

Efficient centralised stock management, however, was heavily dependent on an effective method of transportation between libraries. Essex Libraries used a van delivery system that supplied 64.4% of requests within 7 days and was working at 100% load capacity. The net annual cost of the van service was £200,000 – spending that sum instead on books would still not begin to provide any degree of stock self sufficiency for each service point in the County.

Around 95% of the process relating to stock supply and management at Goldlay Gardens was automated and this had been recognised by the E4Libraries accreditation awarded to Essex Libraries in 2009 and 2010.

However, automation of the physical processes involved in moving material around was less advanced.

Members questioned whether logistically such services should be located in central Chelmsford. Discussions had been ongoing for some time regarding relocation and/or combining with other parts of the overall library function. Work was still being done to identify the best use of property resources in the county. Any relocation of the existing services at Goldlay Gardens would be expensive although it was agreed at Bilateral discussions that only the minimum amount required to maintain Goldlay Gardens be spent. There could be opportunities to increase automation and utilise staff better although often changes in working practices, particularly automation, would require initial up front capital investment.

(b) Future library services and the Target Operating Model

There were opportunities for income generation by the library service by providing services to other library authorities. A draft paper on the Target Operating Model for the library service had been circulated with the agenda and was noted. In addition to a Business as Usual model the following four models had been considered: Business as Usual Plus Trading Arm, Local Authority Trading Company, Social enterprise and Tender Out Service. As the model proposed primarily to position the library service to trade with other Council's and organisations, the detail was commercially sensitive and still subject to staff consultation, and the paper provided only a high level depiction of the future organisation. It had been decided to focus on and conduct a deeper review into establishing a Local Authority Trading Company which would operate separately to ECC but have greater flexibility to trade outside of the usual local authority parameters but ECC would retain ultimate control and ownership of the Company. Members raised the issue of continuity of staff contracts of employment. In response, an illustrative example was offered showing how the Slough contract had dealt with these issues: ECC had established a new company, Library Services Slough Limited, to provide library services to Slough Borough Council; existing staff employed in the service who would be working on this particular contract had been transferred to the new Company under TUPE, with existing terms and conditions, and any new hires would be employed under a specific contract with the new trading company.

As part of the review of the library service consideration was also being given to co-location of certain services in libraries. For example at Tiptree Library a police front desk had been established and library staff in Braintree delivered information for Braintree District Council. Sometimes there could be a revenue benefit to such co-location whilst other times it might be solely a more efficient joined-up approach which had a wider community benefit. Whilst it was intended to reduce and further rationalise the property portfolio of ECC it was intended that all the existing libraries would be retained (although there could be slight change in location for some).

95. **Heritage, Culture and the Arts**

Miriam Stead joined Susan Carragher, Director of Libraries and Councillor Jeremy Lucas to outline the work of the Heritage, Arts and Culture service. It was noted that the scrutiny of this service function was now within the remit of the Committee and that the aforementioned representatives were present to provide a broad overview of the Service prior to the Committee deciding on any future areas of scrutiny.

(a) The areas of work covered by the Service

The Service comprised three areas:

- (i) Archive Service (Essex Record Office) - this preserved historical local government, national, church, estate, family and business records of Essex with some material dating back 1,000 years. An on-line catalogue was used both locally and worldwide and the service was currently developing a capacity to include images and introduce a pay to browse feature for viewing these images.
- (ii) Heritage Outreach & Development - managed the outreach activities for the Essex Record Office and featured advice and support to over 90 museums in Essex, most of them independent and run by volunteers, and partnership work with schools, museums, heritage, arts and cultural groups countywide.
- (iii) Arts Development & Cultural Festivals - supported all art forms including dance, drama, music, visual, media and public art and provided co-ordination of countywide festivals and cultural events.

(b) Finance and local economy

The overall service budget was £2.285m. The three areas of service (above) generated income and leverage in grants from a wide variety of sources which in the past 18 months had totalled £1.140m. Support given to arts organisations and projects levered in approximately £4 for every £1 given.

The service sought to promote sustainable economic growth through tourism and supporting the local economy: The 2009 Essex Summer of Art had been estimated to have generated £750,000 for the local Essex economy from the 144,000 visitors to the various events. There had been 190,000 visitors for the 2010 event with the income generated as a result still being evaluated. Essex-Jiangsu Festival had generated net £2.125m for the local economy and created 21 FTE jobs. £5.3m was spent by the Arts sector with local business last year.

(c) Key outcomes – Corporate Plan:

The Archive Service had been rated 4* by TNA and customer satisfaction via the PSQG national archive users survey had been rated at 96.7 being classified as very good/good.

Corporately the service aimed to encourage a larger role for the third sector in acknowledging that approximately 75 of the 90 museums in Essex were run by volunteers and the local authority museums also had corps of volunteers. The service sought to promote health and leisure through healthier lifestyles and an Olympic legacy particularly through supporting various Cultural Olympiad festivals and events including Essex-Jiangsu 2008-09 and the One World Festival 2010.

The Service supported older and vulnerable people. In particular, 50 specially developed memory/reminiscence boxes were available for loan from twelve museums and care homes to help older people suffering from dementia. Over 500 care workers had been trained in the use of the boxes and reminiscence champions had been established in care homes and day centres across the county. In addition, it was acknowledged that the majority of archive users were aged 55+ and the ERO ran a monthly history group with attendances of 70-100 comprising mostly retired people.

It was confirmed that educational packs for schools and libraries had been prepared for the 400th anniversary of King James Bible. Copies of the Essex Book Festival guide were brought to the meeting. There would be public art on display at the new park and ride terminal at Essex Regiment Way.

Suggestions for future scrutiny activity were invited from both Members and operational management.

96. Telecare Target and Performance – performance Indicator LI055

The Committee received a report (CWOP/50/10) from Sharon Longworth, Strategic Planning and Commissioning, giving an update on Telecare Target and Performance indicators. The Service had a target for 2010-2011 of 6,172 new service users aged 65+ and was currently achieving an average of 496 new users per month of whom 438 were aged 65+. It was acknowledged that the target set had been optimistic and had coincided with the Pledge period and that with hindsight better profiling of the target could have anticipated the high take up in the final quarter of the pledge year which impacted on the take-up the following year. Whilst commissioning by direct internal activity had increased there had been a decrease in direct commissioning from Care lines. A proportion of Careline commissions came from referrals made by ECC Social Care Direct or operational teams and these continued, but discussion with Careline staff had identified a drop in their advertising and promotion activity and a reduction in staffing (not replacing staff who had left), both in reaction to budget constraints. In the past Care lines had also received considerable support from the Telecare Team. This had lessened in recent months while the team focussed on supporting the action plan to maximise Telecare commissioning from ECC operational teams and meeting the associated increase in training demand. Actions were planned to improve performance by working cross-economy with health partners, identification of Telecare champions within commissioning groups, an updated communications strategy and a future focus on how best to use the small

Telecare team to maximise overall commissioning outcomes. Total Telecare usage figures would be circulated to Members. Members suggested that Members be involved in the new communication strategy and that the Committee be used to raise the profile of the service if it would be helpful.

Members discussed the need for more Telecare champions. It was proposed and agreed to recommend that Telecare awareness be included as part of induction training for relevant hospital based social workers, clinicians and staff.

The Committee would be updated further in due course.

97. Final Report: Absence Management in the Adults Health and Community Wellbeing Directorate

The Committee received a report (CWOP/51/10) comprising the final report of the Task and Finish Group established to review high absence rates in the Adults Health and Community Wellbeing Directorate. It was noted that the report was to be considered by the Executive Scrutiny Committee in January 2011 and a further update would be provided to the Committee thereafter.

98. Forward Look

The Committee received and noted the Forward Look (CWOP/52/10).

99. Dates of Future Meetings

It was noted that the next meeting would be held on Thursday 13 January 2011.

The future meeting dates were noted as follows:

- Thursday 10 February 2011
- Thursday 10 March 2011
- Thursday 14 April 2011

The meeting closed at 12.38 pm.

Chairman