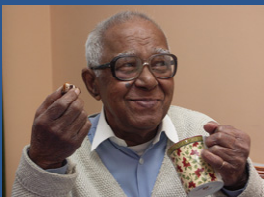


Adult Social Care

Business Plan

2008/09



Personalisation:
Health & Wellbeing:
Efficiency, Effectiveness & Quality:

“to enable people to live healthy and fulfilling lives in harmony with their communities”

1. Introduction

Welcome to the first business plan for Adult Social Care Services. We have previously published a joint Adult and Children's Social Care Business Plan representing the former Social Services department. Since my appointment in March 2007 we have successfully undergone the transition to Adult Social Care Services, and separated, where appropriate, the support functions between Adults and Children's services.

The context of Adult Social Care services nationally is a challenging one. Increased demographic trends, high public expectation of quality of service, and tight public funding gives an environment which requires innovative imaginative responses. National consultations will be undertaken this year for the future funding of Adult Social Care services. The drive towards the delivery of a more personalised approach to social care will continue. In this context we are committed to enhancing our commissioning capabilities, the quality of our service delivery and the strength of our partnerships. We have reviewed our vision and purpose from which to take forward our programme of change. In summary this is: **To enable people to live healthy and fulfilling lives in harmony with their community.**

During this year the transformation of Adult Social Care Services has accelerated as a result of the publication of "Putting People First", the concordat published and signed across the political parties and in partnership with social care professional leadership, providers and regulators. This document sets out the vision and direction for social care reform which was endorsed by Leeds City Council Executive in January 2008.

Our vision represents a broad approach to working with partners across the council, the PCT, and the independent, voluntary, community and faith sectors to ensure the best use of all our resources to improve the wellbeing of the population of Leeds. We are working together, with our customers, to continuously improve our services.

This Directorate Business Plan provides an overview of the key priorities of all the Adult Social Care services in the coming year in line with our vision and purpose. Our priorities for this year fall within key headings of improving:

- Health and wellbeing (including safeguarding of the most vulnerable)
- Personalisation of care and support services to enable individuals to have more choice and control of their lives
- Efficiency, effectiveness and quality of our services

This summary plan is accompanied by a supplementary document "A Picture of Leeds" highlighting the work we have already successfully undertaken over the last year or two and setting the scene for our future development. Both this plan and it's supplement are supported by the more detailed individual Chief Officer service improvement plans and I would urge you to take the time to familiarise yourselves with all of these.

Our overall plan and ambition will require us to ensure that our workforce is sufficiently skilled motivated, organised and led to achieve the significant and challenging targets we have set ourselves for the coming period.

Sandie Keene
Director of Adult Social Services

2. Service Overview

At any one time Adult Social Care services support over 22,000 people in Leeds. This support ranges from the provision of information and advice to a wide number of people, through to the organisation of more intensive, community, residential or nursing home care for those in greatest need. We are organised under a statutory and regulatory framework and have specific responsibilities to support older people, learning, sensory or physically disabled people, those with mental health problems and others marginalised from taking part in Leeds life. Increasingly we are working alongside other council services such as culture, leisure, libraries and housing to champion the development of accessible service for all.

Our budget is £184m net (£266m gross) and we employ 4,061 staff. Many of the services we commission are provided by the independent or voluntary community and faith sector (£98m net). The sometimes unpredictable and need-led nature of social care work has in the past resulted in significant financial challenge. Over the last four years we have successfully reduced our overspend and last year delivered our budget in line with the resources allocated by the council. Notwithstanding this success our target for efficiencies in 2008/09 is £16.5m, this will change the way we work and key changes will need to be brought into play including:

- Improved support systems for individuals
- Risk management and safeguarding
- Commissioning appropriate services
- Joint working with other statutory, voluntary and independent agencies
- Reviewing the role and function of in house provider services
- Training and development of staff
- Budgeting for costs associated with personalisation
- Resource allocation systems and infrastructure

In order to achieve the above key strategic changes we have reviewed our service management roles and responsibilities and are putting in place a new team. The Director of Adult Social Services will be supported by two Deputy Directors and four Chief Officers each taking responsibility for one of the following service areas:

- Strategic Commissioning
- Partnerships and Organisational Effectiveness
- Access and Inclusion
- Learning Disability Services
- Accommodation and Community Support
- Resources

Business plans have been produced in each of these areas. They provide detail about how each will address agreed Adult Social Care priorities under our three main themes of personalisation, health and wellbeing and efficiency, effectiveness and quality. These plans take into account the infrastructure and resources required to deliver service improvements.

Our Service Improvement Plans also address the means by which the following cross-cutting requirements are to be addressed:

- **Finance & Resources.** Ensuring that budget action plans are in place to deliver financial balance, and investment plans are implemented to secure ongoing financial stability.
- **Equality & Diversity.** Ensuring that Impact assessments have been considered and employed

- **Performance & Risk.** Ensuring that our key plans and activities are performance and risk managed and assured
- **Workforce.** Ensuring that our workforce requirements are planned and the skill base of our staff is developed
- **Partnerships.** Understanding those of our key priorities that can be delivered in productive partnerships, involving and actively engaging consumers and carers.
- **Safeguarding.** Recognising the fundamental responsibility for ensuring that all the people of Leeds are adequately and effectively safeguarded from avoidable harm

The importance of partnership has already been highlighted. The recent Beacon award for the City's strategic partnership "The Leeds Initiative "enables us to further develop partnerships with the health service from a strong base. The development of a Strategic Commissioning Board supported by sub groups on Health & Well Being, Priority Groups and Planned and Urgent Care, is a significant step in consolidating the excellent working arrangements within the health and social care community and will enable delivery of the challenging Local Area Agreement targets.



3. Corporate Context

This plan for Adult Social care contributes significantly to the vision, aspiration and ambition of the Council's core objectives for the next three years, these are:

- **Cultural life**
By ensuring that sport and cultural opportunities are universally accessible making a clear link to improving overall health and wellbeing.
- **Enterprise and Economy**
By continuing to ensure that innovation and opportunities for social entrepreneurship are stimulated through the strategic commissioning of health and wellbeing care and support services.
- **Learning**
By ensuring that the skill level of the whole health and social care & support workforce is enhanced and that capacity is stimulated.
By ensuring that we work actively to engage greater numbers of vulnerable adults in education, training and employment.
- **Transport**
By ensuring that the needs of people experiencing social exclusion, isolation and disadvantage are incorporated into transport access plans.
- **Environment**
By continuing to ensure that people have access to affordable, local, practical support services which contribute to enhancing the environmental quality of our neighbourhoods.
- **Health & Wellbeing**
By continuing, with our main partners and corporate colleagues, to deliver improved outcomes against the 9 key health and wellbeing targets.
- **Thriving Neighbourhoods**
To work with our partners to reduce the incidence of fuel poverty, increase financial inclusion in deprived areas, reduce worklessness amongst vulnerable groups and participate in the development of extended services to improve access and support to children, adults, families and communities.
- **Harmonious Communities**
By continuing to ensure that we promote the engagement of local people in activities to meet community needs and increase the social capital of those communities, including through the continuation of our strategies in relation to stimulating a vibrant third sector.

In addition, we recognise that many of our crosscutting objectives will make significant contributions to the Council's overall business plan, in particular our plans to address:

- Information and Knowledge management
- Customer Involvement, promoting choice & monitoring satisfaction
- Ensuring that staff are motivated and empowered
- Ensuring that our resources are prioritised to provide excellent services and value for money
- That our citizens, businesses and communities are empowered and involved in our decision making by the most appropriate and accessible means

4. Our Achievements 2007/08

During the last year we have successfully accelerated the pace of change within Adult Social Care Services. Significant achievements have been made in relation to year end financial balance with delivery of £8m efficiencies in a year. At the same time key performance outcomes have improved, service strategic change progressed and recognition of excellence received through three major external awards. (Health and Social Care regional award for Dignity in Care, Eurocities award for Innovation in Inter-Generational Work and Training in ESCR.

Our performance is described more fully in section 9, and further highlighted in the Business Plan supplement, however, our principal achievements include:

Performance

- Timeliness
- Direct payments
- Carers
- Safeguarding training

Finance

We have contributed to delivering an increasingly stable financial position in Adult Social Care through:

- DMT Finance and Resources Board embedded and delivering an improved focus on financial management
- Effective financial support provided to service transformation programmes
- Training provided to large numbers of staff on the use of on-line ordering
- Finance, Activity and Performance Information System established
- Further improvements to financial systems, processes and financial monitoring mechanisms, including developing a cost-centre projections system.

Strategic Change

- Successful delivery of national pilot programmes in POPPS and Linkage
- Personalisation programme change and cross party political support for direction of travel
- Continued realignment of community support services into re-enablement and dementia services
- Independent Living Programme tendering for new accommodation services for people with a learning disability
- Development of further extra care housing scheme in partnership with Anchor Housing
- Supporting People action plan completion
- Extension of social enterprise through housekeeping services
- Strategic partnership with PCT
- Realignment of senior management responsibilities

The current momentum for change and the positive engagement of staff is a strong foundation towards achieving the ambition and aspiration for the future.

5. Vision for Service

Our Vision:

To enable people to live healthy and fulfilling lives in harmony with their communities.

We will do this by:

- Ensuring people have the information to make choices
- Ensuring equality of access to services and opportunities
- Providing care and support when people need it
- Developing supportive communities in partnership

Our Purpose:

Work with partners to develop inclusive and cohesive communities

We will do this by:

- One Council approach
- Working with partners to overcome barriers to inclusion
- Encouraging people to benefit from life in Leeds
- Shaping and influencing the development of healthy communities
- Contributing to the development of cohesive communities

Offer services to, or arrange services for, those most in need

We will do this by:

- Responding promptly to individuals and their carers
- Ensuring choice, flexibility and personalised services
- Helping individuals feel safe and manage risk
- Enabling people to purchase, organise and control their services

Plan and commission high quality services which meet the needs of the population both now and in the future

We will do this by:

- Listening to the views of existing and future service users
- A strategic assessment of the community's health and social care needs
- Ensuring that resources match the needs that services plan to meet
- Ensuring that all services are high quality, economic and effective in delivering our outcomes for people
- Valuing and developing the social care workforce, encouraging innovation and creativity

6. Budget & Efficiency Programme 2008/09

Our Budget - Highlights

SERVICE	Out –Turn 2007/08 £000's	Estimate 2008/9 £000's
Services for Older People Aged 65 & Over		
Assessment And Care Management	9,513	13,030
Nursing Home Placements	28,946	26,855
Residential Care Home Placements	25,875	27,266
Direct Payments	501	1,281
Home Care	19,647	27,846
Day Care	8,687	9,871
Net Cost of Service	97,327	108,604
Adults Under 65 Physical Disabilities		
Residential Care Home Placements	1,763	2,269
Direct Payments	1,965	2,135
Home Care	4,128	3,362
Day Care	3,153	3,380
Net Cost of Service	18,539	19,987
Adults Under 65 Learning Disabilities		
Assessment and Care Management	4,962	1,926
Nursing Home Placements	490	843
Residential Care Home Placements	16,715	18,563
Direct Payments	26	186
Home Care	1,807	8,406
Day Care	8,618	10,895
Net Cost of Service	38,622	42,034
Adults Under 65 with Mental Health Needs		
Nursing Home Placements	2,197	2,232
Residential Care Home Placements	1,920	1,135
Home Care	715	752
Day Care	1,541	1,866
Net Cost of Service	11,879	11,017
Other Adult Social Care		
Net Revenue Charge	166,601	180,607
Type of Expenditure	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees	87,904	100,146
Premises	7,074	6,926
Supplies and Services	9,481	1,579
Type of Expenditure	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Agency Payments		
Contribution To Partnerships	37,831	42,894
Total	130,223	131,369
TOTAL EXPENDITURE	311,492	336,015
Internal Income	-63,690	-78,400
Income - Grants	-21,540	-15,127
Income - Charges	-59,661	-61,881
TOTAL INCOME	-144,891	-155,408
NET REVENUE CHARGE	166,601	180,607

Our Efficiency Programme.

We have identified the following opportunities for achieving cashable and non-cashable efficiencies in the coming year:

Efficiencies within operational staffing budgets, particularly in respect of agency and overtime usage, and within support services	£946K
Ongoing transfer of work between community support services from direct provision to independent sector providers	£1,260M
Efficiencies within the management of the directly provided home care service	£440K
Contracting and general running expenses efficiencies	£264K
Improved income collection	£150K
Staff travel efficiencies	£150K
Advertising efficiencies	£60K
Energy efficiencies	£50K
TOTAL	£ 3,320M

7. Workforce Planning

The 2007 Staff Survey provides crucial information in respect of staff attitudes, issues and concerns which will be evaluated and acted upon during the year ahead. Key issues raised in the survey include communication, staff recognition and involvement and bullying / harassment.

Access & Inclusion

In line with national developments, a workforce development plan will be initiated to ensure that all Access and Inclusion staff are able to respond to the whole system change which will be required in order to appropriately respond to the personalisation agenda. This will involve undertaking a review of roles, accountabilities and responsibilities of all officers and managers, up to the Chief Officer.

Support & Enablement

A workforce development plan will be initiated to ensure that all Support & Inclusion staff are able to rise to the challenges presented by personalisation and translate this vision into practical changes on the ground which make a real difference to the lives of people with social care needs.

Learning Disability Service

The Learning Disability Service is going through a period of major change. From a workforce perspective, there are a number of challenges ahead:

- Recruiting and retaining sufficient numbers of people with the right skills and attitude to undertake a demanding front line job.
- Reducing the relatively high levels of absence currently experienced in certain areas of the service
- Providing appropriate training and development opportunities for front line staff particularly in view of the significant changes we face
- The age profile of the workforce which shows a high number of people above 50
- The need in many cases to deliver a 24 hour support service within given budgetary constraints
- The need to ensure there is appropriate leadership and management capacity in the service, in the light of the challenging agenda
- Maintaining good levels of staff retention and particularly in these areas where professional skills/expertise are required.

Commissioning

In line with national requirements for staff engaged with commissioning activity, a workforce development plan is being initiated to ensure that all Commissioning staff achieve a professional qualification in commissioning by 2011.

Resources

During 2007/08, as part of the "One Council" organisational structure changes there has been the move of the Finance, HR and Property Management functions to the Directorate of Resources. In addition the function of Asset Management has transferred to the Directorate of City Development. Within the Resources service area the Project Support and ESCR functions were subject to review and restructure during 2007/08, to ensure fitness for purpose, an exercise that has been completed.

All of these changes will result in more consistent, cost effective and business focused support service provision to Adult Social Care.

Human Resources

Adult Social Care is supported by a 'One HR Service', which addresses - through its own Service Business Plan - all matters in relation to the workforce planning and development for Adult Social Care

8. Our Priorities 2008/09

Our Priorities are set out in the detailed service improvement plans generated for each of the functional areas set out at the end of this section; they are grouped into three themes¹:

Personalisation:

A national consensus has emerged, strongly supported by national policy and guidance, which sets personalisation at the cornerstone of public services. The personalisation agenda will put people first, will mean that they and their carers are able to live their lives as they wish, confident that services are of high quality, are safe and promote their own individual need for independence, well-being and dignity. By its very nature, personalisation also requires a fundamental strategic shift towards earlier intervention and prevention.

In practice this will come to mean that every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings. People will need to receive sufficient information in order to make informed decisions. They will have the entitlement to be provided with the means to access and, where eligible, purchase care and support utilising payments provided to them.

Health & Wellbeing:

As with our key theme of personalisation our focus on Health and Wellbeing continues to keep our focus on people, not only those people who are ill, but everybody. Our ambition is to look much further than physical health problems to promote wellbeing and social inclusion. This clearly includes formal social care and health interventions but also employment, culture, leisure, benefits, housing, transport and all the other elements that build up a sustainable community. This is clearly achieved by providing personalised services and opportunities for people within their communities, promoting health, wellbeing and working with our partners to proactively prevent ill-health. Our achievements in addressing these issues will lead to the reduction of health inequalities and better outcomes for children, adults and families.

Efficiency, Effectiveness & Quality:

Putting people first and improving their health and wellbeing requires a radical reform of our services whether provided by the Council or its partners or commissioned on their behalf. At its simplest, if people are to be provided with the resources to truly exercise choice and control, then all our current resources need to be aligned to enable that transfer of control to take place. In moving from our current position to our future vision we also need to ensure that we continue to make the most efficient use of all the resources at our disposal by adopting smarter working practices, embracing technological advances and driving out waste.

This reform will also significantly effect our infrastructure arrangements, access arrangements and the means by which we align or integrate our resources with others to deliver improved outcomes. Clearly we will also need to put into place new methodologies for measuring how effectively we have personalised services and, by so-doing, improved health and wellbeing outcomes for Leeds people.

¹ *The coloured bullet points are used to reference the specific lines in our individual service improvement plans which contribute to each of these themes.*

Our functions and headline improvement targets:

Access and Inclusion

- Personalisation: self directed care, increased levels of self-assessment
- Out of Hours response fully developed and implemented
- Model of integrated mental health services agreed and implemented
- Workforce fit to deliver service with focus on access and inclusion

Support & Enablement

- Personalised services: high quality, efficient & value for money
- Day Service reform, with One-Council opportunities maximised
- Implement assistive technology; redesign equipment & adaptations service

Learning Disability

- Modernise day activities
- Improved transition arrangements
- Deliver Valuing People Now expectations

Commissioning

- Quality Standards are measurably raised in all commissioned and directly provided care and support services
- The market for social care and support services is stimulated to ensure that people are able to exercise choice by having access to a range of providers able to meet their personal needs
- Ensure the implementation of a robust safeguarding infrastructure that promotes peoples wish to exercise choice and control

Partnerships & Organisational Effectiveness

- Develop locality focus for health, wellbeing and adult social care. Revising the city's health and wellbeing strategy
- Develop Healthy Leeds Partnership arrangements – especially Joint Strategic Commissioning Board
- Improve engagement across health and wellbeing; LINK

Resources

- Move from financial balance to financial stability
- Improved workforce, culture and governance arrangements
- Deliver fit for purpose information and knowledge management through efficiencies and improvements in technology

9. Our Performance 2007/08 and Our Targets 2008/09

Leeds Adult Social Care has an established performance management framework which provides a coherent and structured approach to measuring, reviewing and delivering positive outcomes for all local people with social care needs. Quality assurance, performance management and service improvement are integrated within an overarching service improvement strategy. This is informed by national and local priorities and delivered within a context of effective partnership arrangements. It forms a significant element of the Council and Local Strategic Partnership performance arrangements.

The performance framework currently provides:

- A framework that clearly identifies performance priorities with clear pathways to achievement.
- Efficient business systems and processes that focus on the needs of service-users and other key stakeholders, inform improvement, address underperformance and have an impact on outcomes.
- An environment where the principles of *'Continuous Service Improvement'* are embedded.
- A balanced set of SMART performance improvement targets based around the needs of service-users, carers, employees, the Local Strategic Partnership and Central Government. It supplies regular, robust and balanced performance information with effective benchmarking.
- Effective monitoring and review processes that lead to timely identification of performance issues and necessary corrective action.

Leeds is working to develop:

- An approach to performance management that is increasingly outcome focused
- An appropriate suite of local minimum service standards that are used to monitor the quality and delivery of services.
- Effective technological solutions that support the quality assurance and performance management requirements of the service.

Service Themes	Indicator		Strategic Outcome/ Business Plan Priority	06/ 07	Comparable Status	07/ 08	Comparable Status
Efficiency, Effectiveness & Quality	AO/B 11	Intensive home care as a percentage of intensive home and residential care	<i>Our resources are clearly prioritised to provide excellent services and value for money</i>	23%	●●●●	27%	●●●●●
	AO/B 12	Cost of intensive social care for adults and older people	<i>Our resources are clearly prioritised to provide excellent services and value for money</i>	£600	●● (max4)	£637	●● (max4)
	D75	Practice Learning Indicator (Adults Component)	<i>We are a values led organisation and our people are motivated and empowered</i>	23.2	●●●●	19.7	●●●●●
	AO/B 17	Unit cost of home care for adults and older people	<i>Our resources are clearly prioritised to provide excellent services and value for money</i>	£19	●● (max4)	£23	●●●● (max4)
Health & Wellbeing	AO/C 29	Adults with physical disabilities helped to live at home	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	3.7	●●●	3.8	●●●
	AO/C 28	Intensive home care	<i>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect</i>	10	●●●●	11.4	●●●●●
	AO/C 30	Adults with learning disabilities helped to live at home	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	2.9	●●●●	2.9	●●●●
	AO/C 31	Adults with mental health problems helped to live at home	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	2.1	●●●●	2.4	●●●●●

Health & Wellbeing	AO/C 32	Older people helped to live at home	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	75	●●	81	●●●
	C62	Services for Carers	<i>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect</i>	6%	●●●	14%	●●●●●
	C72	Admissions of elderly people to residential / nursing care	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	86%	●●●●●	69%	●●●●●
	C73	Admissions of adults aged 18-64 to residential / nursing care	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	1.4	●●●●●	1.4	●●●●●
Health & Wellbeing	AO/D37	Availability of single rooms	<i>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect</i>	98	●●●●●	98	●●●●●
	E82	Assessments of adults and older people leading to provision of a service	<i>Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	67%	●●●●	74%	●●●●●

	AO/ D39	People receiving a statement of their needs and how they will be met	<i>Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect</i>	98	●●●●	99	●●●●
	AO/ D40	Clients receiving a review	<i>Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.</i>	54%	●● (max3)	63%	●●●(max4)
Health & Wellbeing	AO/ D41	Delayed transfers of care [interface]	<i>. Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	31%	●●●●	29%	●●●●
	AO/ D54	Items of equipment and adaptations delivered within 7 working days	<i>. Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	89	●●●●●	90	●●●●●
	AO/ D55	Acceptable waiting times for assessments	<i>Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	82%	●●●●	87%	●●●●
	AO/ D56	Acceptable waiting times for care packages	<i>Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	77%	●●●	85%	●●●●

Personalisation	AO/ E47	Ethnicity of older people receiving assessment	<i>Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	1.27	●●● (max3)	1.26	●●● (max3)
Personalisation	AO/ E48	Ethnicity of older people receiving services following an assessment	<i>Reduced health inequalities through the promotion of healthy life choices and improved access to services</i>	0.99	●●● (max3)	0.96	●●● (max3)

Key

- Investigate urgently
- Ask questions about performance
- Acceptable but room for improvement
- Good
- Very Good

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