

Adult & Local Services Directorate

Service Plan 2011-12

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Introduction

Welcome to the Adult & Local Services Directorate Service Plan.

This year's plan continues to focus our work on helping people enjoy independent, healthy and safe lives with maximum choice. The Directorate is committed to the overarching Council Plan priorities which are:

- Challenge poverty in all its forms
- Ensuring the most vulnerable people in our communities receive the support they need
- Improving the chances in life of the most disadvantaged in Cumbria

The way we deliver services continues to be challenged by emerging government policy, shrinking budgets and rising expectations. The Directorate's objectives for 2011/12, which all our activity aims to achieve, are:

- To help our service users and their carers enjoy an independent and safe life with maximum choice
- To deliver services in the most effective and efficient way

This year will see the directorate move to a generic model of service delivery for social care across the County. This is a fundamental change to the way we work and follows a comprehensive review of the experience of our customers.

We are reviewing the delivery of the library service in 2011-12, where we are asking citizens what the library service should look like in the future. We have a new, multi-million pound Archives Centre opening in Carlisle, and we will be taking the opportunity to relocate the Carlisle Registry Office from Portland Square to the Archives Centre at Petteril Bank. This is designed not only to take advantage of the more spacious and more modern public facilities on offer, but also to improve the operational efficiency of the Registration Service through the more secure storage of all of its historic records and registers and the centralisation of certificate issuing.

Richard Parry
Corporate Director
Adult & Local Services

What we do

We have the potential to deliver services to all of the people of Cumbria. We are responsible for registering all births and deaths in the County, truly 'cradle-to-grave', as well as presiding over weddings, civil partnerships and citizenship services through registrars. The coroners service also sits within the directorate.

We are responsible for libraries and archives giving people access to more than a million books, documents and electronic media every day.

Social workers, social care workers, occupational therapists and a range of other staff in the Adult Social Care part of the directorate are responsible for assessing the needs of people whose circumstances mean they need support. We then work with them to help them to make decisions and direct their own support, in order to be as independent as possible. Much of this is done in conjunction with health service colleagues.

We have internal services such as Cumbria Care (homecare, day care and residential and nursing care), Occupational Therapy and professional support through social workers, but more and more of these needs are being better met through more services available to all citizens or prevention services provided by the third sector using County Council funding. This offers much more personalised support as well as choice and control.

The directorate has a responsibility for the quality of services provided both in-house and by other providers it commissions services from.

The directorate is also the lead when it comes to the protection of vulnerable adults and leads the Cumbria Adult Safeguarding Board.

Local context and drivers

How we compare to other Local Authorities

The Directorate's 2009/10 spend per 10,000 population on residential care for people aged 65+ is significantly higher than comparators.

The Directorate's 2009/10 spend per 10,000 population on day care for people aged 65+ and people aged 18-64 with a physical disability is higher than comparators.

Adult Social Care spends more on older peoples' services than comparator Local Authorities.

Comparison against similar Local Authorities shows that Cumbria is one of the lowest spenders for clients aged 18-64 with a learning disability.

The Directorate's 2009/10 spend on direct payments for people with a learning disability is lower than comparators.

Local Services is one of the top spenders on library premises per 1000 population compared to other county councils. Cumbria has the lowest population per library building of all county councils. Our libraries have more lending stock per 1000 population than any other county council in England. (2009/10)

Income per 1000 population from the Archive Service is higher than in any other county council; whereas our income from library services is lower than most.

Local Services spend on conservation equipment and materials for the Archive Service was significantly lower than most of our comparators in 2009/10.

Our Local Context

Nationally, it is expected that the number of people with dementia will increase by over a third in 2025. The population of Cumbria is aging faster than the national trend, with almost 20% of Cumbria's residents aged over 65 (nationally 16%). Population forecasts estimate that by 2020 the over 65 population in Cumbria will have increased to approximately 25% (compared to 19% nationally).

There is varied deprivation across the County, with some of the most deprived areas within the county as well as some of the most affluent. Areas of Cumbria are in the top 5% most deprived areas in the country in relation to health and disability. This deprivation is focussed in the more urban parts of Cumbria particularly Barrow-in-Furness and also areas of Allerdale, Carlisle

and Copeland. In addition, parts of Cumbria are also in the 5% most deprived areas in the country in relation to access to affordable housing and services. This is due to the fact that Cumbria is one of the least densely populated areas in the country with over half of the total population (496,900) living in rural areas.

Our customers are all people in Cumbria: as well as libraries, social care for adults and the archive service, the directorate has responsibility for registrars, so it is likely that we will all need the services of this directorate at some point in our lives. This directorate really is “cradle to grave” and most points in between. Be that – borrowing a library book, registering a birth, tracing your family tree or the more traditional social care support that people require at different stages in their lives.

We have a good understanding of who our current customers are, as well as potential customers. We ask them what they want – through a social care assessment, or less formal routes such as surveys and forums. Our service users tell us that they want to remain in their own homes, living independently for as long as possible. Many of our service users have also told us that we can do more to increase individual choice and control in relation to the support they receive.

While users and libraries registration services and archives value the services, they would like us to look at access to the services. For example 47% of Archive Service users who would like to see changes to the service would like improvements to opening hours.

Strategies and other key documents

Below is a selection of the strategies and plans that shape the way we deliver services. These documents are key to service design, implementation and delivery for the directorate.

Adult Social Care

Active Living in Cumbria – A Prevention Strategy

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/4050510569.pdf>

Advocacy Strategy 2009-2011

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/39973113410.pdf>

Care Governance Strategy for Adult Social Care

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/3975114395.pdf>

Carers Strategy 2009-2012

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/4009113412.pdf>

Commissioning Strategy for Older People and their Carers 2010-2019

www.cumbria.gov.uk/elibrary/Content/Internet/327/946/39505113242.pdf

Health & Well Being Strategy 2009-2011

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/397161415.pdf>

A Joint Commissioning Strategy for End of Life Care in Cumbria

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/39939121414.pdf>

Joint Strategic Needs Assessment

<http://www.cumbriaobservatory.org.uk/JSNA/jsnashome.asp>

Learning & Development Strategy and Plan 2009-2012

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/39583105143.pdf>

Strategy for People with Physical Disability or Sensory Impairment and their Carers 2008-2012

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/877/1079/39870113431.pdf>

Telecare Strategy 2009-2011

<http://www.cumbria.gov.uk/elibrary/Content/Internet/327/946/40116135922.pdf>

For a full list of all Strategies for Adult Social Care

<http://www.cumbria.gov.uk/adultsocialcare/adults/strategies.asp>

Library Services

Time for Change consultation document

http://api.ning.com/files/zjAggYStULgplV5L*7xzsr3LkrR7NQYQkQfwczfTOlihNaYxsn8Fb2YQe*p2mDpq*sH2I33ygSQERUkX8qw1ieB2t-aj7og0/LibraryConsultation_Booklet_FINAL.pdf

Archive Services

Cumbria Archive Service - Self Assessment performance results 2010

<http://www.cumbria.gov.uk/eLibrary/Content/Internet/542/795/4065111543.pdf>

Cumbria Archive Service, Service Plan 2011-2014 and the 2010/11 Annual Reports are currently in draft, previous Annual Reports are available at

<http://www.cumbria.gov.uk/archives/services/servinfo.asp#>

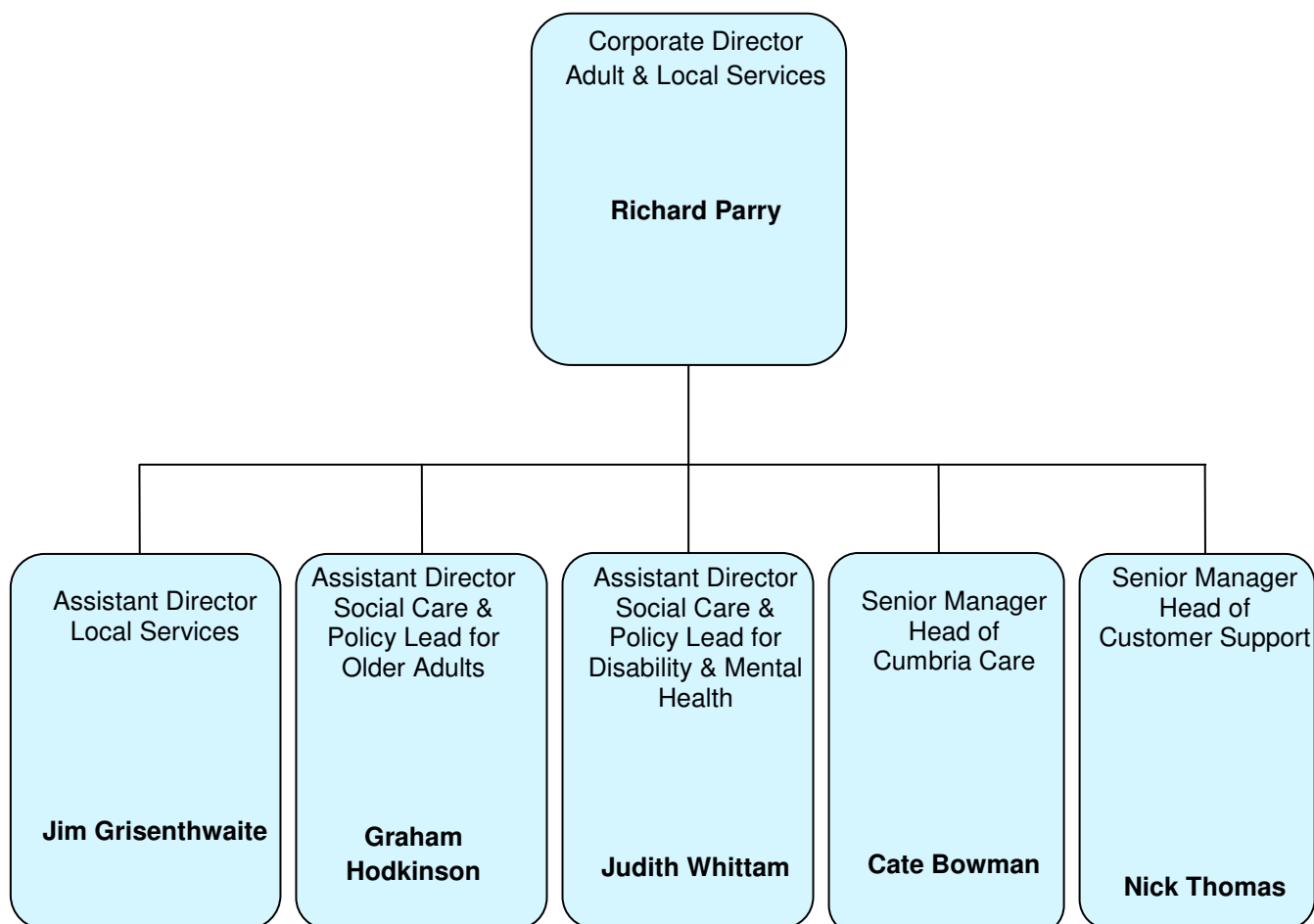
Registration Services

Civil Registration – Vital Change

<http://www.statistics.gov.uk/pdfdir/civic0102.pdf>

How we are organised

Adult & Local Services Directorate Structure



Where are we now?

Key achievements

We are extremely proud of the many achievements in the directorate, some of which have been recognised internally and externally. Managers are encouraged to help their teams recognised their own successes and this culminated in 27 entries being submitted by the Directorate to the Corporate eXcellence Awards during 2010-11, **nine** of which were awarded either 'Winner' or 'Highly Commended' across 5 of the 9 categories. Nominations were submitted from across the whole Directorate.

1. Backroom Brilliance Winners – Business Intelligence Section for ASC-IT (Adult Services in Cumbria Intelligence Tool)
2. Employee of the Year Highly Commended - Marcia Beach
3. Here to Help Award for Excellent Customer Service Winners - Becksides Unit, Elmhurst Residential Home
4. Here to Help Award for Excellent Customer Service Highly Commended - Allerdale Domiciliary Care Team
5. Learner of the Year Winner - Anne Marie Smith, Support Worker at The Mill Lane Centre, Walney
6. Learner of the Year Highly Commended - Mari Pearce, Branch Support Assistant, Barrow Library
7. Team of the Year Highly Commended - Dementia Focus Group
8. The Greener Award Highly Commended - Barbara Wrighton, Registration Officer for the Registrars Service in Carlisle
9. Chairman's Award Winners - Dentholme Residential Home

PHOTO

Councillor James Airey, Chief Executive Jill Stannard and Becksides Unit, Elmhurst Residential Home, Winners of the Here to Help Award for Excellent Customer Service

For 2009/2010 Adult Social Care delivery in Cumbria has been ranked in the top 40% of all councils for the way maintaining our '**performing well**' rating in the latest Care Quality Commission performance assessment.

The previous year, the outcome 'making a positive contribution' was rated as 'excellent', this year we retained this and added a new area of excellence - 'improved quality of life'.

The Care Quality Commission reaffirmed that we continued to provide strong leadership at a time when a new director responsible for adult social care was appointed and there were well-developed strategic plans for the way we worked with our partners. The report also noted advances in the use of self-directed support, demonstrating a greater commitment to personalisation and choice, and good progress in respect of prevention and the provision of specialist services to support and improve people's quality of life.

It also reaffirmed the county council's future aims to continue to invest in areas such as prevention, home care and assistive technology so that the delivery of services can continue to move away from more institutional models such as residential and day care to services in people's own homes and communities.

Cumbria Archive Service retained its three star service rating in the 2010 self assessment survey overseen by the National Archives, the overall score of 71.5% was well above the regional average, demonstrating steady, ongoing improvement since 2008. The mammoth task of moving more than a million historical documents (which if piled up would be more than four miles high) from their former home at Carlisle Castle to the new Carlisle Archive Centre at Petteril Bank House was successfully completed in a meticulously planned operation. Local Services volunteers provided over 1000 voluntary hours in the Archive Service alone.

The Registration Service held ceremonies for 168 new British citizens in Cumbria, and since introducing these ceremonies in 2004, Cumbria has welcomed nearly 1000 new citizens to the county.

Carlisle Library was named by CIPFA as one of the top 20 busiest libraries in the country with a total of 441,790 items loaned in 2009/10

The Coroners service also sits within Local Services, although HM Coroners are employed by the Crown. 2010/11 saw difficult and challenging times for our Coroners with increasing demands placed on the service through legislation (Shipman report) and incidents such as the West Cumbria shootings and the high profile inquests which were completed within less than a year.

Local Links, the council's one stop shop has an overall satisfaction rating of 99%. Local Services uses CIPFA 2009/10 data to benchmark against all the other County Councils in England. The CIPFA VFM toolkit rates Library Services in 2010 as providing high value for money compared to other services within the council.

The Directorate has made a conscious effort to recognise and disseminate success and good practice. This is illustrated by over 50 examples being added to the Outcomes and Evidence Library during 2010-11, many of which were highlighted and shared via a 'Celebrating Success' conference in June 2010. The importance of using such examples to inform practice and service development, as well as use them as evidence for assessments, audits and inspections is now widely acknowledged.

Cumbria Care was named the country's top team in Care Home Nutrition & Hydration at the Great British Care Home Awards Finals 2011, which was held at the Royal Courts of Justice in London.

A database of national awards has also been produced and promoted, and this has resulted in at least 6 submissions to different schemes, including 3 winners in the Great North West Care Awards and an award at the Great British Care Awards. Entries related to dementia work, internal communication, and the recognition of the excellent work of individual staff.

How did Adult & Local Services (ALS) perform in 2010/11?

This is a selection of performance from 2010/2011; a fuller picture of the performance of the Directorate is available on ASC-IT.

We Said	We Did
<p>Deliver more effective services 'Closer to Home' in partnership with NHS Cumbria to increase the number of social care clients helped to live independently and safely at home.</p>	<p>We are using assistive technology to reduce risk and support people to be safer within their own homes; however take up is lower than expected.</p> <p>Re-ablement has been defined and piloted in Cumbria, full testing has started.</p> <p>70% of all equipment is now issued through retailers. Service user survey reported 91% satisfaction level with this new service.</p>
<p>Engage effectively with all our stakeholders</p>	<p>Significant public response to proposed budget savings in the 2010/11. Budget consultation resulted in members reconsidering their budget proposals for Library and Archive Services.</p> <p>We have developed an extensive two stage consultation strategy 'Time for Change' to debate the future of the Library Service. We have worked closely with the Community Unit to ensure this work targets vulnerable and hard to reach groups.</p> <p>We continue to explore the use of ACORN profiling (geo-demographic analysis) across Local Services to better match stock and service provision to community need.</p> <p>98% of visitors continue to rate our Archive Services as good or very good</p>
<p>Extend the use of person centred approaches and the number of social care clients receiving self directed support.</p>	<p>The numbers of social care clients in receipt of self directed support has increased from 14.4% in 2009/10 to 34% in 2010/11.</p>

We Said	We Did
<p>Improve the health and wellbeing of all citizens through access to relevant information and access to sport, culture and leisure opportunities.</p>	<p>Extension of Well Read model to include long-term physical conditions and public health priorities</p> <p>Two new health and well being collections in Egremont and Maryport with another 19 additional collections across the County widening access to health information. Issues from these collections increased from 3126 in 2009/10 to 3875 in 2010/11.</p> <p>We have launched the first public library autism collection in the country developed with the support of people with autism and their families.</p> <p>Our 'cradle to grave' registration services helped citizens record 4,700 births and 5100 deaths in 2010/11</p>
<p>Improve access to employment, education and training.</p>	<p>LD Commissioning Intentions Strategy 2010- 2013 includes intentions relating to employment and access to employment.</p> <p>In 2010/11 Local Services supported over 1200 people through computer learning sessions in libraries and more than 1500 people took part in learning events run by the Archive Service.</p>
<p>Increase participation in a range of cultural and creative activities to support healthier and stronger communities</p>	<p>Newsletters for the public are produced by each district on a regular basis detailing activities available. These can be viewed at http://www.cumbria.gov.uk/libraries/nesletters.asp</p> <p>There were 2254 marriages and civil partnerships throughout Cumbria in 2010/11 with 776 of these celebrations taking place in our register offices.</p> <p>Cumbria Archive Service continues to help people discover their personal, family and community history, dealing with 73,000 enquiries in 2010-11</p>

We Said	We Did
<p>Cumbria Care residential and domiciliary services are re-provided to ensure improved quality of life for service users, fitness for purpose and appropriate location whilst continuing to deliver excellent services</p>	<p>We are modernising services, initially in Barrow, involving the redirection of investment from 4 homes that are no longer fit for purpose to improved capacity to support people in their own homes, in extra care housing or by 2013 in a new build 60 bed home which will provide specialist care for those with dementia.</p> <p>We are developing a new service called re-ablement which will see Cumbria Care home care services directed to supporting people to regain skills and confidence to enable them to maximise their independence.</p>

National context and drivers

Adult & Local Services forms part of the County Council and our priorities for 2011/12 will support the delivery of the Council's overarching plan. Other drivers which will influence our activity throughout 2011/12 include:

Comprehensive Spending Review & Coalition Government

The Spending Review announced in late 2010 set a clear focus on shifting power away from central government to a local level. The national deficit has had a direct impact on the money available to Cumbria County Council which has led to the requirement to identify savings across the whole Council, including the Adult & Local Services. This will continue to influence the way we work for the foreseeable future.

In June 2010, the new coalition government cancelled the previous governments' central modernisation review of Libraries, stating that they would give as much freedom as possible to library authorities to spend their funds to provide a comprehensive and efficient library service to their local area. The council recognises the value added to community and individual lives by our libraries and continue to develop and modernise Local Services throughout Cumbria.

The adoption of the Code of Practice and service standards issued by the Registrar General will allow greater freedoms in Registration service delivery.

Some key areas of the Coroners Bill 2009 will begin to take effect in 2012, including changes to the death certification process (also impacting the Registration Service) and the use of a Medical Examiner.

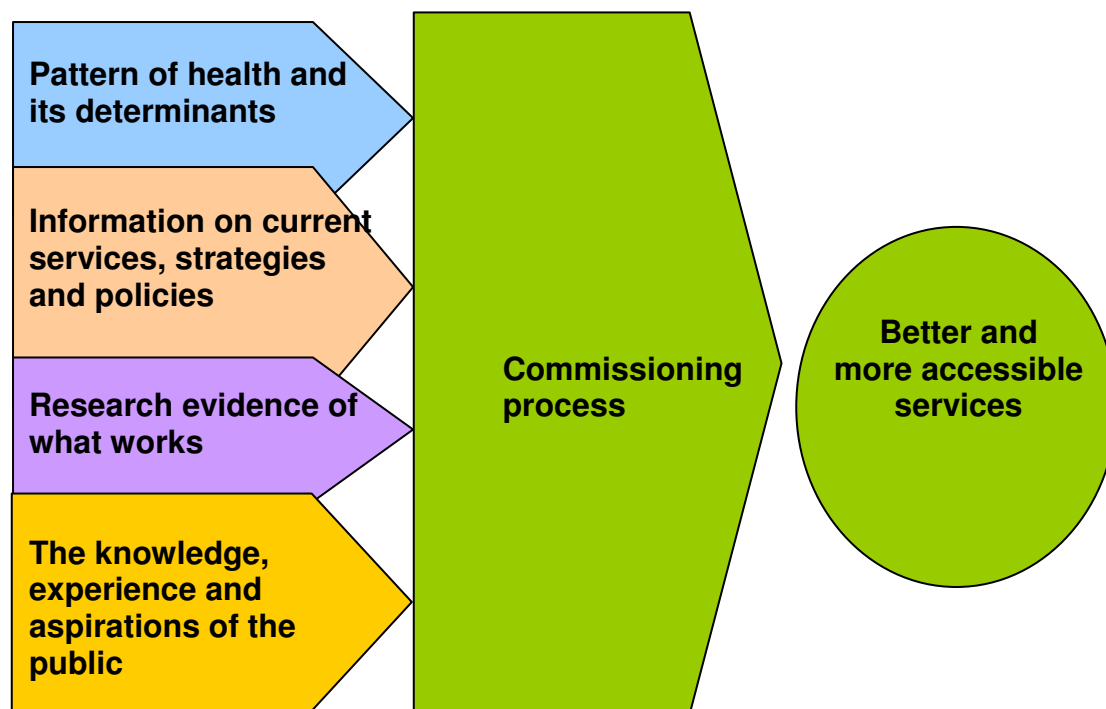
Department of Health

In late 2010, the Department of Health published 'A Vision for Adult Social Care' setting out a new direction for adult social care in which personalised services and outcomes take centre stage. The vision states that the government 'want professionals to have freedom from local authority procedures and be able to work more closely with people who use services'. Sitting alongside the vision is the framework 'transparency in outcomes' which states that 'we need to focus on outcomes because a truly personalised approach means placing those outcomes that matter to people at the heart of what we do'.

In addition, the new partnership agreement, Think Local, Act Personal from the Social Care Institute for Excellence (2010) notes that adult social care departments 'will need to focus heavily on reducing duplication and improving outcomes'. Change needs to occur to improve services for the customer through improving processes for staff. By concentrating efforts on improvement the workforce will 'lead the changes'. The paper goes on to say 'Commissioners across all public services will increasingly need to focus on people within their 'natural' communities, rather than service and organisational boundaries'.

Joint Strategic Needs Assessment (JSNA)

We are working with our partners to develop a new Joint Strategic Needs Assessment (JSNA). This will take all of the demographic and statistical information we know about our communities, alongside the information we have about future trends – this will give us a picture of needs across Cumbria, this will then be used by commissioners and people who buy services, to ensure that what we do gives the most improved outcomes for Cumbria.



Where do we need to be?

Our Objectives

The County Council Priorities are:

- Challenge poverty in all its forms
- Ensuring the most vulnerable people in our communities receive the support they need
- Improving the chances in life of the most disadvantaged in Cumbria

Adult & Local Services will support achievement of these priorities through its overarching objectives. These are:

- To help our service users and their carers enjoy an independent and safe life with maximum choice
- To deliver services in the most effective and efficient way

How will we deliver these?

To help our service users and their carers enjoy an independent and safe life with maximum choice:

- **We will prevent people from losing their independence**

We will be enabling more people to help themselves by facilitating prevention services, offering more re-ablement services and assistive technology and using existing networks to help to provide support for individuals and communities.

- **We will protect vulnerable adults from harm**

We have a statutory duty to ensure all vulnerable adults are safe from abuse or neglect and will work to implement sensible safeguards.

- **We will personalise our services ensuring people have maximum choice and control**

We already know that people want choice – therefore we will be working hard to ensure the market in Cumbria is mature and fit for purpose as well as high quality. We will be moving from universal services to services targeted to the needs and aspirations of the communities we aim to serve.

To deliver services in the most effective and efficient way:

- **We will shape our services to best meet local need**

The emerging national context and the big society principles have brought about a shift from central to local, the directorate is currently implementing a change to the

way that the organisation thinks and works to enable high quality, person centred outcomes that minimise dependence, particularly on formal care services.

- **We will manage the performance and development of all our employees**

Adult & Local Services has performed well in many areas in 2010/11 seeing improvement against most national indicators. In the coming year, our focus will be on continuous improvement through providing training and awareness to staff and improving staff sickness rates.

- **We will work collaboratively with other organisations and our customers**

We recognise that in order for people to get the right kind of service at the right time we need to work closely with our partners including health, housing and the third sector. We also need to listen to what our service users want and will ensure our Customer Service Strategy is embedded within the council and informs service improvement.

Financial context for 2011/12

	£000's	GROSS BUDGET 2011-12	OTHER GRANT INCOME	FEES AND	OTHER EXTERNAL INCOME	INTERNAL INCOME	NET BUDGET 2011-12
	Director	237	0	0	0	0	237
	Information Section	138	0	0	0	0	138
Local Services	Libraries	7,299	0	(519)	(153)	(40)	6,587
	Archives	1,433	(222)	(26)	(78)	0	1,107
	Registrars	971	0	(910)	0	0	61
	Coroners	1,165	0	0	0	0	1,165
	Local Services	70	0	0	0	0	70
	Total Local Services	10,938	(222)	(1,455)	(231)	(40)	8,990
	Older Adults	Residential & Nursing Care – Ind. Sector	39,904	0	(30,515)	0	0
Help to Live at Home – Independent Sector		31,807	0	(7,742)	(64)	0	24,002
Residential & Nursing Care – Cumbria Care		23,018	0	0	(3)	(53)	22,962
Help to Live at Home – Cumbria Care		9,209	0	0	(4)	0	9,205
Cumbria Care General Manager		1,320	0	0	0	0	1,320
Care Management		6,507	0	0	(22)	0	6,485
Joint Finance		0	0	0	(4,250)	0	(4,250)
Total Older Adults	111,764	0	(38,257)	(4,342)	(53)	69,112	
Physical Disability	Residential & Nursing Care – Ind. Sector	1,961	0	(622)	0	0	1,339
	Help to Live at Home - Independent Sector	8,988	0	(463)	(67)	0	8,458
	Care Management	3,381	0	0	0	0	3,381
	Joint Finance	0	0	0	(792)	0	(792)
Total Physical Disability	14,330	0	(1,084)	(860)	0	12,386	
Learning Disability	Residential & Nursing Care - Independent Sector	14,127	0	(841)	0	0	13,286
	Help to Live at Home – Independent Sector	22,118	0	(1,312)	(62)	0	20,745
	Residential & Nursing Care – Cumbria Care	2,070	0	0	(4)	0	2,067
	Help to Live at Home – Cumbria Care	10,540	0	0	(246)	0	10,294
	Care Management	1,962	0	0	(11)	0	1,951
	Joint Finance	0	0	0	(8,202)	0	(8,202)
Total Learning Disability	50,818	0	(2,153)	(8,524)	0	40,141	
Mental Health	Residential & Nursing Care – Ind. Sector	2,287	0	(289)	0	0	1,998
	Help to Live at Home - Independent Sector	1,495	0	(75)	0	0	1,421
	Care Management	2,612	0	0	0	0	2,612
	Joint Finance	0	0	0	(851)	0	(851)
Total Mental Health	6,394	0	(364)	(851)	0	5,179	
Other	Carers Support	905	0	0	0	0	905
	Other Adult	842	0	(19)	(209)	0	615
	Supporting People	8,176	0	0	(143)	0	8,033
	Cumbria Care Modernisation	219	0	0	0	0	219
	Service Strategy and Support	5,740	0	(3)	(168)	0	5,570
	Care Governance	2,361	0	0	(119)	(275)	1,967
	Capital Charges	1,368	0	0	0	0	1,368
TOTAL Other	19,612	0	(22)	(638)	(275)	18,677	
Total		214,231	(222)	(43,335)	(15,445)	(368)	154,861

How will we get there?

To help us achieve our directorate objectives and the priorities detailed in the council plan, we will focus on a number of key activities including:

Adult Social Care

This part of the directorate is moving to a structure that gives the teams, and their service users, much more of a locality focus. Teams will work in their localities in a way which offers a much more joined up and personalised way to facilitate service improvement, better partnership working and more robust working practices. This involves working more in line with local areas to promote greater understanding and connection with local communities and their resources. The changes recognise that there should be consistency of outcome and quality across the county, but that there will be local discretion and flexibility in how this is achieved.

Other activities include:

Re-ablement

The re-ablement service provides short term and intensive home care assistance to help people regain their independent living skills following illness such as a stroke. Re-ablement is currently being piloted in one area of the county and will be implemented across the whole of Cumbria throughout 2011/12. Implementation will include staff training.

Active Living in Cumbria

We contract with the third sector to develop prevention services in the community offering support and help for people to maintain their independence. The Active Living in Cumbria strategy will be published in 2011/12, there will be increased availability to advice, information and support (particularly in rural areas) and all prevention contracts will be reviewed to ensure they continue to meet the needs of the public.

Support Planning

We plan to improve our support planning with full participation of service users in planning and documenting their personal budget so that it meets their needs in ways they choose. Activity will include a range of training and development opportunities for staff and awareness training to care providers. Regular file audits will monitor standards and inform any improvement activity.

Reducing reliance on residential care

Care support at home offers more freedom and independence than residential care. High levels of vacancies and failure of some residential homes to meet the needs of people with complex needs has led to the ongoing modernisation of Cumbria Care provision with more investment in local community based services tailored to meet the needs of people in their own homes.

Develop local health and social care teams

Collaborative working is crucial to ensuring people get the right kind of service to meet their needs. There are already a number of integrated services supported by pooled funds throughout the county and 2011/12 will see further development of other services including short term intervention, generic domiciliary care and GP joint commissioning.

Dementia Services

We have developed a dementia strategy in partnership with health and the third sector. This includes plans throughout 2011/12 for earlier diagnosis, more support for carers, individually tailored services including more University of Stirling “gold standard” residential care homes and training for health and social care staff.

Transition Processes

We will improve our assessment and planning process with Children’s Services in relation to young people aged 18 transferring to Adult Social Care, ensuring that an individuals needs are met and carers feel supported.

Building Local Capacity

Sometimes services for people with complex needs are provided from outside the county rather than locally. Where possible all effort to provide services locally will occur, enabling people to remain living in Cumbria.

Assistive Technology

We currently access assistive technology to enable people to live more independently and safely. However take up is lower than we would expect and 2011/12 will see additional investment, a revised tender process and both new and improved assessment pathways for people with moderate, substantial or critical needs in partnership with the third sector. “Just Checking” software will also be rolled out to assess need and risk before providing services.

Individual Service Funds

This is a new initiative to be developed and implemented in 2011/12 which will allow providers to respond to home care needs of service users more effectively. By the service user agreeing to pass their agreed personal budget directly to a provider, this will enable greater flexibility, choice and control over their care package. Activity will include contract negotiations, training and changes to internal systems.

Local Services

Local Services management team are well placed to recognise the best of Archives, Libraries and Registration services, commissioning and combining different aspects in line with the corporate Customer Services Strategy to meet local community need, as demonstrated by our successful and expanding Local Links network.

Libraries

We will be moving on from years of public debate about library buildings and opening hours and talking more about how we can widen access, get more people reading more books and help people get the most out of the service. Our *'Time for Change?'* consultation runs between April and June 2011, when we will be talking to library users, staff, Parish Councils, community groups, councillors and the general public about ideas for the future of Cumbria's libraries. Later in the year, Cabinet will decide whether it wants to proceed to formal consultation on a set of proposals for changes to the library service.

We will also be developing our Home Delivery Service which provides access to library services for members of the public who are unable to visit a library due to mobility problems or ill health.

Archives

We will open the new Carlisle Archive Centre on the 1st June 2011. The centre will be a flagship for Local Services, in addition to providing state of the art archive storage and digitisation facilities, the centre will accommodate both the relocated Carlisle Register Office and a Library Link with shared reception facilities.

Registrars

The move to adopt new governance arrangements and the amalgamation of the nine current registration districts into a single registration district for Cumbria is entirely customer focused and will significantly improve convenience and accessibility for citizens throughout Cumbria. The service will also implement the national 'Tell us Once' programme – this allows information with regard to the deceased being shared amongst many different agencies rather than the customer having to contact these agencies individually, at a potentially difficult time.

Coroners

The role of the coroner is an ancient one and is independent of local authority control. However the council is responsible for the remuneration of the coroners and for the management of some of the ancillary services required to operate the service, such as the "removal of bodies" contract. As there is no control over case load volumes and budget spends the service will need to continue to be reactive.

How will we know if we have been successful?

By helping our service users and their carers enjoy an independent and safe life with maximum choice we aim to have:

- Fewer service users in residential care
- More service users accessing personalised support to meet their outcomes
- More people accessing prevention services including assistive technology
- More vulnerable people safe from harm

By delivering services in the most effective and efficient way we aim to have:

- Resources matched to local need
- A workforce with the right skills
- Fewer staff off sick
- Service user outcomes met collaboratively with our partners
- A high level of public satisfaction

	Measures
Customer	Increase number of older people accessing rehabilitation services following hospital discharge or to prevent hospital admission
	Increase number of people signposted to prevention services
	Decrease number of people aged 65+ supported in residential care
	Decrease the percentage of repeat referrals to safeguarding
	Increase the percentage of people in receipt of personal budgets (self directing)
	Increase the number of people in receipt of a direct payment
	Increase the percentage of assessments undertaken with clear service user/carer involvement
	Increase the number of people benefitting from assistive technology
	Increase the percentage of population registered as a library member
	Increase the number of Local Services volunteers
	Local Links - % of people that said the outcome from their visit was good

	Key Activity/Project
Customer	New Governance arrangements and the amalgamation of the nine current registrations districts into a single registration district for Cumbria
	Modernise and focus Cumbria Care provision
	Rolling implementation of re-ablement across the County
	Implement Safeguarding Adults module on IAS
	Develop new safeguarding measures
	Development of provision of assistive technology
	Modernise the Archive Service initially by opening the new Carlisle Archives Centre
	Implement Local Services Customer Service Improvement Plans
	Services for people with visually impairments (RNIB and British Wireless for the Blind)

	Measures
Operational Excellence	Decrease in time in days from referral to receipt of first service
	Decrease in the number of complaints upheld from people having experiences transition services
	Increase in the number of service users with a learning disability in settled accommodation
	Increase in the number of service users with a learning disability in employment
	Decrease in the number of service user placements outside of the County
	Increase in the total number of hours spent by people visiting our Archive Centres
	Increase in the use of digital services throughout Local Services
	Increase in the number of people accessing learning opportunities
	Number of people receiving an 'At home' library service as a percentage of older people helped to live at home
	Increase the number of public contacts with Local Services

	Key Activity/Project
Operational Excellence	Shaping Adult Social Care 'New Ways of Working' roll-in
	Implement Dementia Strategy
	Improve Joint assessment and planning with Children's services
	Develop refreshed JSNA
	Expand Well Read, Macmillan and Autism collections
	Develop Local Links in Key Delivery Centres
	Introduce e-bookings system for Registration services and centralise certificate issue
	Develop new Health and Well-being Board
	Implement Reader Development plans including Bookstart and the Summer Reading Challenge
	Development of a Local Account for ASC

	Measures		Key Activity/Project
Innovation and Learning	Increase number of staff and providers who have received safeguarding training		Develop Operationally focussed district plans
	Increase the number of submitted entries in the Council's Excellence Awards		Re-ablement training Roll-out
	Improve the % of relevant staff who have had an appraisal in the previous 12 months		Implement workforce development plans
	Improve staff sickness rates		The Development of a local services in house Management development course
	Improve the results of the Social Work Taskforce Health-check		
		Innovation and Learning	

	Measures
Financial	Increase in the number of people in receipt of generic domiciliary care
	Decrease the proportion of spend on residential care
	Increase in percentage of overall budget spent on books

	Key Activity/Project
Financial	Better for People roll-in
	Modernise the Library Service
	Modernise the Archive Service
	Modernise the Registration Services
	Implement Stock Management Plans

These key measures and activity will be monitored throughout 2011/12. Other projects and measures will be monitored through other means such as team and district plans.

Risks identified in the Service Plan.

The corporate risk rating system has been used and each risk has been placed in the appropriate risk rating box..

LIKELIHOOD	Very Likely	5					
	Likely	4			2	5, 6, 10	
	Possible	3			1, 8, 9	7, 11, 12, 13, 14, 15	
	Unlikely	2		4	3		
	Very Unlikely	1					
				1	2	3	4
			Insignificant	Minor	Moderate	Major	Most severe
			IMPACT				

The risks for the service plan have been identified, allocated and rated as below.

Ref	Risk	Owner	Likelihood	Impact	Overall risk rating
1	Insufficient resources – human & financial – to deliver adequate business systems that support the business needs	Head of Customer Support	3	3	9
2	Lack of a consistent approach, or gaps in the policy, leads to lone workers being at risk	Head of Customer Support	4	3	12
3	Failure to implement LD Employment Strategy	Assistant Directors for Social Care	2	3	6
4	Failure to divert resources from traditional residential care	Assistant Directors for Social Care	2	2	4

Ref	Risk	Owner	Likelihood	Impact	Overall risk rating
5	Failure of efficiency plans to make projected savings	Senior Manager - Finance	4	4	16
6	Failure of the review of Adult Social Care contracts	Assistant Directors for Social Care	4	4	16
7	Failure to realise business benefits of the roll-in of organisational change programmes	Head of Customer Support	3	4	12
8	Impact of significant organisational change on public and staff	Head of Customer Support	3	3	9
9	Failure to realise the outcomes of the new ways of delivering services	Assistant Directors for Social Care	3	3	9
10	Failure to modernise library service to reverse reducing use – whilst retaining public support	AD - Local Services	4	4	16
11	Failure to meet the GRO agreed implementation date for adoption of new governance and single district proposals	AD - Local Services	3	4	12
12	Failure to keep pace with changes in society and technology which are driving alternatives to accessing libraries and their resources?	AD - Local Services	3	4	12
13	Insufficient resource available to support 'Tell us Once' as a result of Implementation of new governance and single district proposals coinciding with implementation of single status	AD - Local Services	3	2	12
14	Continual risk with service delivery as workload and volumes (and costs) outside our control, - an event such as the shootings in West Cumbria can dramatically affect the budget and service as a whole	AD - Local Services	3	4	12
15	Removal of bodies contractor fails to offer the correct level of service and we have no back up options therefore a risk that bodies are not collected or the cost escalated hugely	AD - Local Services	3	4	12

**Adult and Local Services
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Or check out the Internet:

Adult Social Care

<http://www.cumbria.gov.uk/adultsocialcare/default.asp>

Libraries and Archives

<http://www.cumbria.gov.uk/libraries-archives/default.asp>

Registrars and Coroners

<http://www.cumbria.gov.uk/registration/default.asp>