

**ADULT, COMMUNITY AND HOUSING SERVICES**  
**SCRUTINY COMMITTEE**

Tuesday, 24<sup>th</sup> September, 2013 at 6.00 p.m.  
in Committee Room 2 at the Council House, Dudley

**PRESENT:-**

Councillor Islam (Chair)  
Councillor James (Vice Chair)  
Councillors Bills, Body, Miller, Russell and Vickers

**Officers**

Assistant Director, Customer Services (Lead Officer to the Committee);  
Assistant Director, Quality and Commissioning, Assistant Director, Health Reform Programme Lead and Head of Commissioning, Efficiency and Making it Real (all Directorate of Adult, Community and Housing Services) and Mr. J. Jablonski (Directorate of Corporate Resources)

**Observer**

Councillor Branwood

15. **APOLOGIES FOR ABSENCE**

Apologies for absence from the meeting were submitted on behalf of Councillors Evans, Herbert, J. Martin, Mottram and M. Wilson.

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16. **APPOINTMENT OF SUBSTITUTE MEMBERS**

It was reported that Councillors Russell and Bills had been appointed as substitute members for Councillors Herbert and J. Martin respectively for this meeting of the Committee only.

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17. **DECLARATIONS OF INTEREST**

No member made a declaration of interest in accordance with the Members' Code of Conduct.

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18. **MINUTES**

Arising from consideration of the minutes, in particular resolution (3) to Minute 12 - Welfare Reform, it was

## RESOLVED

That, subject to the addition of the words “of the Controlling Group” in the third line of resolution (3) to Minute 12 - Welfare Reform - after the word “Members” , the minutes of the meeting of the Committee held on 12<sup>th</sup> August, 2013, be approved as a correct record and signed.

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### 19. THE MAKING IT REAL IN DUDLEY PROGRAMME

A report of the Director of Adult, Community and Housing Services was submitted on specific areas that members of the Committee at the meeting held on 12<sup>th</sup> June, 2013, had identified for further detailed scrutiny.

In connection with the terms of reference for this scrutiny topic, which were “To consider the impact of the Making it Real Programme on the people of Dudley”, a number of documents had been circulated electronically in advance of the meeting, comprising:-

- Programme Summary - an overview paper about Making it Real.
- Executive Summary of Adult Social Care Local Account
- The full Adult Social Care Local Account
- The Making it Real in Dudley Action Plan
- The Making it Real in Dudley Transformation Blueprint
- A Glossary of key terms/jargon buster

all of which were available on the Council's Committee Management Information System.

It was also noted that there was a dedicated website – [www.makingitrealindudley.org](http://www.makingitrealindudley.org).

In addition, paper copies of the above were circulated at the meeting.

The documents provided background information to the Making it Real in Dudley Programme which was the subject of a visual presentation by the Officers from the Directorate of Adult, Community and Housing Services present at the meeting.

A copy of the presentation would be e-mailed to all members of the Committee and be available on the Council's Committee Management Information System.

The presentation comprised:-

- Opening remarks about the Care and Support Bill, which should be enacted in April, 2014, bringing about fundamental changes to the way in which health and social care would be delivered.

The vision was to promote people's independence and well-being by enabling them to prevent and postpone the need for care and support; and to transform people's experience of care and support, putting them in control and ensuring that services respond to what they want.

- A short film about Making it Real
- Details of comparative performance information indicating a high degree of satisfaction in respect of social care - related quality of life and a higher than average proportion of people using social care who received self-directed support when comparing 2011/12 with 2012/13.
- How do we learn from the people of Dudley? Outlining in diagrammatic form from whom and how information data was received, these included the statutory and voluntary services, doctor's surgeries and could in future include the use of meetings of the Council's Community Forums.

It was considered that one of the key changes was how information was received by the right people at the right time.

- The Local Account - Reference was made to the four questions detailed in the presentation and the use of the format of "You Say, We Do".
- Emerging Themes - four areas for improvement were indicated, namely:-
  - the means of allocating resources (Resource Allocation System) takes too long.
  - carers assessments need to be quicker and more choice available
  - more overnight respite care is needed.
  - transportation needs to improve

There were also areas of success, some of which were:-

- that there had been over 10,000 hits on the Dudley Community Information Directory and over 80% had responded and said "it is easy to find information about adult social care".

- over 8,000 people have now benefited from the Telecare service; which enables people to stay at home.
- there are now over 30 micro-provider organisations in the Borough which were recently featured in the national press as an exemplar.
- the Dementia Gateway has proven very popular with people who use it and again received local and national praise having been shortlisted for an innovation award.

As regards the four areas for improvement, it was considered that there was a common denominator with these areas in that they were all aspects/reasons for no longer being able to live at home. Action to address all four areas for improvement were given at the meeting. Basically, the overall theme was what could be done differently and done better to manage down demand.

Following comments made on this aspect of the presentation, it was noted that of the 11,500 local account surveys sent out, approximately 10%, that is in excess of 1,000 had been returned and that there was considered to be further scope given the wide variety of voluntary organisations in the Borough to ensure further dissemination of information. It was further commented that any services commissioned from the various providers would have to be sustainable to ensure they were in business in future.

- The Future: Our Target Operating Model. This model showed the support that was available so that people could remain in their homes Steps 3 to 5, providing the support to enable this to happen.
- Prevention Activity: Dudley Community Information Directory. Details were given of the number of visits, unique visitors, page views and pages/visits to this site and an indication of the various activities that were available. The activities shown related to the period 1<sup>st</sup> April, 2013 to 19<sup>th</sup> September, 2013 and that an average of 573 visits were made from 437 unique visitors. It was also noted that approximately 10,000 people accessed community support information.

So that low level intervention could be effective there was a need to make more services visible and easily accessible so that they reached the people they needed to. It was again reiterated that the overall aim was to enable persons to stay living independently at home for as long as possible.

In response to a query from Councillor James on the actions a Dudley resident could take if they were being cared for in a hospital in another area, the Assistant Director, Health Reform Programme Lead, commented on this matter and also indicated that he would look into the issue and contact Councillor James direct.

In order to increase prevention activity, therefore, there was a need to ensure that services were visible and the view taken by Dudley was that Making it Real needed to be adapted in future to try to prevent needs becoming more complex, therefore, internal capacity was being focused on prevention unlike in some other Local Authorities. The aim was to re-design activity against the framework of reducing resources.

Regarding the making available at an early stage of information to assist prevention activity, a number of suggestions were made as to where information could be made available apart from doctor's surgeries and libraries, for example, in banks, pharmacies, at opticians and petrol stations, basically anywhere where people gathered. It was also considered that there was a need to go out into the community to engage with families and neighbours through the various outlets mentioned so that information was out in the community and again it was suggested that the Council's community forums could be used for this purpose. The use of Council Tax notification letters was also raised.

The aim of also engaging with people who did not usually wish to engage was also a task that it was considered needed to be addressed creatively so that the overall aim of maintaining people at home could be achieved. There was a need, therefore, to think about what could be done differently to achieve the various aims.

- Re-ablement Activity - Living Independently Team: It was noted that the Living Independently Team in 2012/13 provided 972 episodes of community-based re-ablement and that 44% of these led to no on-going care needs, whilst 78% of these led to a reduction in care needs. The preventative model was, therefore, the way to adapt to the future.

A number of members then commented that they agreed with the overall approach of prevention being the best method of future activity given the reducing resources in future years. The officers were also thanked for the work that had been carried out and for the comprehensive presentations that had been given.

In his concluding remarks, the Assistant Director, Quality and Commissioning commented that:-

- Over the last four financial years, the Directorate have lost over 400 employees and decreased the budget by in excess of £20 million. It was known that the financial context in the future would become increasingly challenging and whilst many Councils had taken a view that decreasing investment in preventative services was inevitable, in Dudley the Directorate were arguing a different approach and Making it Real was the means by which the Directorate would structure the future of Adult Social Care in the borough.

- As indicated in the information given in that part of the presentation on The future: Our Target Operating Model, the Directorate would be doing all it could to prevent care needs from becoming more complex. This would be done by supporting people at the earliest opportunity to remain independent in their own homes. Whilst it was acknowledged that there would always be a need for complex traditional services like residential care, internal capacity would focus on prevention, early intervention, intermediate care and re-ablement. Internally run services were more specialist and, therefore, more expensive. The Directorate had a duty to deploy its specialist resource where it would have the most impact and promote independent and good quality outcomes for the residents of the Dudley.
- The Directorate was already working in a mixed economy of care providers involving the private sector, independent and voluntary sector and in-house. The Directorate would continue to strengthen its approach to commissioning; to provide the most robust quality assurance, safeguarding and enable quality of life standards to be achieved.
- The Directorate had a shared philosophy with the Dudley Clinical Commissioning Group that any unplanned hospital or residential care admission would be viewed as a failure. Stronger preventative services would be built that were easier to access, via GP's, self-service and the Directorate's Access Team, many of which would operate on a 24/7 basis to meet demand. It was considered that this combined with the greater choice and control afforded by Making it Real would give the people of Dudley the greatest chance of fulfilled independent lives where institutions were the place of last resort.

The Assistant Director, Quality and Commissioning also reported that there were fortnightly briefing sessions on Making it Real, engaging with people in the borough and members of the Committee were invited to attend the sessions. He would arrange for dates for the sessions to be circulated to members in due course.

Following the presentation given and comments arising therefrom, consideration was then given to any further information/actions the Committee wished to undertake regarding the scrutiny of the impact of the Making it Real Programme on the people of Dudley.

In this connection, it was considered that the Committee should hear from the people of the Borough direct about the Making it Real Programme and receive further information on the Demand Management Tool relating to the resources employed given the need to adapt within the current financial climate.

**RESOLVED**

- (1) That the information contained in the report, as previously circulated to the Committee, and in the presentation given at the Committee on the Making it Real in Dudley Programme, be noted and that the officers concerned respond direct to members regarding queries raised at the meeting as indicated above.
- (2) That the Assistant Director, Quality and Commissioning, in consultation with other officers, as appropriate, be requested to draw up a rolling programme of visits by members of this Committee, and other members of the Council who wished to attend such visits, to a number of venues in the borough to hear from the people of the borough, including users of services and providers, regarding the Making it Real in Dudley Programme for consideration at a future meeting of this Committee, and that feedback from the visits together with the views of relevant persons, to be invited to attend a meeting of the committee, also be reported to a future meeting of the committee.
- (3) That the Assistant Director, Quality and Commissioning submit a report to a future meeting of the Committee on the Demand Management Tool used in connection with the Making it Real in Dudley Programme.

The meeting ended at 7.50 p.m.

CHAIR