

Carmarthenshire County Council

Business and Financial Planning 2009 -12

2011/12

2010/11

2009/10

Social Care, Health and Housing Department

Overview of Three Year Service Business Plans

Part 1 Departmental Overview

Part 2 Budget

Part 3 Abbreviated '**2 Page**' Business Plans per Division

The Following Divisions are included in this plan :-

Scrutiny

- | | |
|---|----------------------|
| • Director's Office | Health & Social Care |
| • Learning Disabilities and Mental Health | Health & Social Care |
| • Older People and Physical Disabilities | Health & Social Care |
| • Integrated Commissioning Team | Health & Social Care |
| • Housing | Housing |
| • Public Protection | Social Justice |

Note – Full Divisional plans are available on www.carmarthenshire.gov.uk/performance from (1 DAY AFTER Scrutiny date)

Part 1 Departmental Overview

Understanding the Service and its Priorities

An Overview of the Service provided by the Department

The vision of the Department is “**Healthy, Happy and Safe in Carmarthenshire**” with our mission “by working together we will deliver modern, excellent services that will improve the health and wellbeing of the people in Carmarthenshire”.

The service divisions are:

- Housing Services
- Public Protection
- Learning Disabilities and Mental Health Services
- Older People and Physical Disability Services
- Integrated Commissioning Team
- Director’s Office (not an operational division).

How the Department supports the Authority’s wider policy objectives and strategic priorities

The Department delivers, with partners, the health and wellbeing aims of the Community Strategy/Corporate Strategy and contributes to the delivery of the aims of the Environment, Lifelong Learning, Regeneration and Safer Communities pillars.

The policy and objectives are set out in the Health, Social Care and Wellbeing Strategy and the Department leads on the ‘Feeling Fine’ priorities of the council:

- Preventing ill-health in the first place
- All carers, including young carers
- Meeting the needs of all other people with specific health and well-being needs
- Improving the availability and quality of support services for older people

and works closely with the Education & Children’s Services department to lead on:

- Children and young people, particularly children in need

The Department supports national and regional government policy and strategic objectives for Regulatory Services and Housing, which confer statutory duties on the local authority. The Department works closely with Chief Executive’s on the Community Safety Partnership. The Department contributes to “Investment & Innovation” through supporting area regeneration and retaining and attracting a young workforce. Departmental service areas also have a major role in “Feeling Secure” via tackling substance misuse, tackling anti-social behaviour and delivering safety and security and “Building a better Council” via providing promoting fairness & social inclusion, partnership work / connecting with communities and putting customers first & quality services and being open, transparent & inclusive, providing equal opportunities, encouraging sustainable development and promoting the Welsh language. The department are also proactive in “Making better use of Resources” by supporting our staff, management of finances and procurement, improving the management of property together with improving services by the use of ICT.

How these policy objectives and priorities have been determined – the evidence and reasoning behind them

The policy objectives and priorities are dictated by the statutory responsibilities of the Directorate and meeting the priorities set out in the Health, Social Care and Wellbeing Strategy and delivered in partnership with the Health, Social Care and Wellbeing Partnership Forum. The Business Plan objectives have also been informed by the recommendations contained within the Care & Social Services Inspectorate/Wales Audit Office Joint Review of Carmarthenshire Social Services, Health Challenge Wales and the Route to Health Improvement, Housing Strategy, Re-housing and Homelessness Strategy, Supporting People Strategy and national/regional government priorities for Regulatory Services set out in key framework documents.

The Scope & Opportunities that Citizens & Communities have to contribute to the shaping of Services

The Department utilises the following to ensure citizens, service users and communities contribute to service development and improvement

- Citizens panels
- Departmental compliments and complaints procedure
- Local Area Networks
- Tenants Networks
- Service User Forums
- Health Social Care and Well Being Planning Framework
- Consultation programmes
- Feedback questionnaires

How we are working with Partners

We are working with partners in the strategic planning, commissioning and delivery of services through the Health, Social Care and Wellbeing Partnership, Housing Planning Forum, Housing Consortium, Tenants Network, National Public Health Service for Wales, Environment Agency, Food Standards Agency, Health & Safety Executive, Department for Trade & Industry, Office of Fair Trading, Department for Food & Rural Affairs, Animal Health, Dyfed Powys Police and Mid & West Wales Fire & Rescue Service.

Improving the way we live and work

	Name	 Telephone	 E Mail
Director	Bruce McLernon	01267 224697	BMcLernon@cararthenshire.gov.uk
Executive Board Member	Cllr Pat Jones – Social Care	01554 832132	PEMJones@cararthenshire.gov.uk
	Cllr Hugh Evans – Housing & Public Protection	01269 594500	MHEvans@cararthenshire.gov.uk
Scrutiny Chair	Cllr Jane Tremlett – Health & Social Care	01994 427709	JTremlett@cararthenshire.gov.uk
	Cllr CM Jones – Housing	01267 235478	CliMJones@cararthenshire.gov.uk
	Cllr SR James - Social Justice	01554 834313	SRJames@cararthenshire.gov.uk

Part 2 Departmental Budget

2008-2009			DIVISION	2009-2010			2010-2011			2011-2012		
Exp	Income	Net		Exp	Inco	Net	Exp	Income	Net	Exp	Incom	Net
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
49643	-15172	34471	Older People & Physical Disabilities	50,965	-15323	35642	52077	-15792	36285	53031	-16248	36783
			% of total net expenditure			57.6%						
24349	-5794	18555	Mental Health & Learning Disabilities	25,507	-6750	18775	26020	-6945	5536	26626	-7145	19480
			% of total net expenditure			30.7%						
2172	-1011	1161	Director's Office	2223	-1014	1209	2299	-1035	1264	2379	-1056	1323
			% of total net expenditure			1.9%						
4109	-3291	818	Integrated Commissioning Team * (including Supporting People)	4,753	-3898	855	4896	-3994	902	5046	4095	951
			% of total net expenditure			1.4%						
2152	-557	1595	Housing	2,881	-664	2,217	2,283	-691	1,592	2,315	-696	1,619
			% of total net expenditure			2.6%						
4281	-738	3543	Public Protection	4,512	-806	3,706	4,648	-856	3,792	4,792	-909	3,883
			% of total net expenditure			5.8%						

Improving the way we live and work

86706	-26563	60143	Total		88852	-26936	61916		90856	-27778	63078		92779	-28613	64166
-------	--------	-------	--------------	--	-------	--------	--------------	--	-------	--------	--------------	--	-------	--------	--------------

* The Integrated Commissioning Team budget is part LHB and part Council funded. Only the Council's contribution is shown above.

Departmental Efficiency Savings 2009/10

Description	Projected Savings (Revised) (£ 000s)
Adult Social Care:	928
OP/PD Residential home placements – reablement programme	275
Continuing Care –Implement new guidance	300
Home care -reablement programme	220
Meals income	30
Residential Homes	0
LD -modernisation programme	103
Housing	25
Public Protection	30
Third Sector Contracts	75
To be identified	0
Departmental Total	1,058

Priority areas for this year and next are:

- Reshaping of Older People and Physical Disability & Sensory Impairment services to adopt a re-ablement approach;
- Strengthened assessment and care management within both Older People and Learning Disabilities;
- More efficient commissioning, contracting & procurement;
- Closer cooperation, alignment and joint working with partner agencies including Health, the Independent sector, neighbouring authorities and the voluntary sector;
- Development of a “pooled service” for Community Services;
- Safeguarding and developing the social care market, the urgent priorities being in the domiciliary care and

Improving the way we live and work

care home sectors, by regular management and review of the quality and cost effectiveness of the services provided.

- Coping with the reforms in the NHS;
- Delivering the Carmarthenshire Home Standard and ensuring the HRA Business Plan is sustainable;
- Increasing the amount of affordable housing and ensuring a suitable strategic response to the changing housing market conditions
- Looking forward to the new Unified National Public Health Service for Wales;
- Income generation within Public Protection
- The effect of the work of the Local Better Regulations Office in Wales

Income from fees and charges for services come from several main sources:

- Residential services for adults and older people (covered by regulation and guidance);
- Home support services and day services (covered by the 'Fairer Charging' guidance);
- Rent collected from tenants;
- Local Authority licensing;
- Other (such as community meals and transport).

The department receives a significant level of income from client contributions towards the cost of their care (approximately £13m).

CAPITAL PROGRAMME

The Capital Budget allocation for Social Care in 2009/10 is £1.986m, with the main schemes being:

- Integrated Community Equipment Store
- Annedd Redevelopment
- Coleshill Redevelopment
- Upgrading existing buildings

In 10/11 the Social Care allocation is £2.3m to continue with the above schemes and to commence the Extra care schemes in Carmarthen and Ammanford Areas. No allocation has currently been prioritised for 11/12.

Part 3 Abbreviated Business Plans

Director's Office

The Director's Office provides the strategic overview of Departmental/social services performance providing internal scrutiny and challenge, together with being the departmental interface with corporate services.

What we are trying to achieve? (Our Service Objectives)

1. To provide a strategic overview of Departmental / Social Services performance and service improvement, providing internal scrutiny and challenge, through the effective implementation of performance management mechanisms.
2. To develop and implement effective measures to align resources to support agreed strategies, ensuring that each service area efficiently manages their allocated budget.
3. To provide all staff within the directorate and across the care sector with the appropriate level of learning and development opportunities to fulfil their roles and responsibilities in accordance with relevant codes of practice and conduct.
4. To lead partnership initiatives and develop integrated working across partners within the health and social care community and develop pooled services for Community Services.
5. To develop & oversee the implementation of a comprehensive departmental quality assurance framework with clear management standards and support for divisions to help them develop their services.
6. To monitor the implementation of Carmarthenshire's Health, Social Care & Well-being Strategy "Feeling Fine" 2008-11.

Current Strengths

- Developing partnership arrangements
- Experienced, well-qualified staff
- Good support Services
- Improved consultation with service users & carers
- Sound values & commitment
- Effective workforce planning, training & development

Areas for Improvement & Key Risks to achieving Service Objectives

- Managing significant budget pressures
- Continue to develop key strategic partnership

Improving the way we live and work

- Links between financial and service planning arrangements for commissioning and delivery of services.

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
4.	Create a strong vision for Community Services, based on a "Pooled Services" model	March 2010	
4.	Work effectively with partners in Health, through a time of great change with reforms in the NHS	March 2010	
3.	Identify and develop Training & Development programmes in support the re-shaping of older people's and learning disabilities workforce	March 2010	

Key Performance Targets for the Service

There are no Key Performance targets for this Service area.

Further Information

i	Name	☎ Telephone	✉ E Mail
Service Head	Sarah Veck	01267 224471	SLVeck@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Health Social Care & Wellbeing Strategy 2008-11 Joint Commissioning Strategy for Older People 2008-11 Joint Commissioning Strategy for people with learning disabilities Social Services Inspectorate/Wales Audit Office Joint Review of Carmarthenshire Social Services.		www link http://www.carmarthenshire.gov.uk/eng/index.asp?locID=4485&docID=-1 http://www.carmarthenshire.gov.uk/eng/index.asp?locID=8619&docID=-1 http://www.joint-reviews.gov.uk/jointreviewreports/jointreviewreports_225.asp	
Key Partners :- Hywel Dda NHS Trust Local Health Board Volunteer and Independent Sector Providers			

Improving the way we live and work

Older People and People with Physical Disabilities Division

What we are trying to achieve? (Our Service Objectives)

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. To enable independence by adopting a re-ablement approach, focusing on positive outcomes for service users 2. To implement user centred care assessment and management, focussing on de-commissioning obsolete services and working in new and better ways 3. To implement clear and well communicated management standards based on a comprehensive quality assurance framework. | <ol style="list-style-type: none"> 4. To develop integrated community services and progress the divisional re-structure on an area basis. 5. To continue to implement legislation and key national and local strategies 6. To manage all our resources effectively and within financial constraints |
|--|--|

Current Strengths

- Experienced and well qualified and loyal staff
- Sound value and commitments
- Good support services
- Consensus on the need for positive change
- Excellent relationships with NHS partner organisations

Current Strengths

- Improved consultation with service users & carers
- Good relationships with many partners and providers
- Sound values & commitment
- Effective workforce planning, training & development

Areas for Improvement and Key Risks to achieving Service Objectives

- | | |
|--|--|
| <ul style="list-style-type: none"> • Address capacity and cultural issues within teams • Ability of provider services to deliver the challenging efficiency agenda • Manage Delayed Transfers of Care | <ul style="list-style-type: none"> • Manage divisional budget effectively • Successfully conclude the integration of services with Health • Proposals of the changing structure of the NHS in Wales |
|--|--|

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Ensure services promote independence in the community and at home for users.	Mar 10	
1.	To establish and develop enablement teams to ensure that individual needs is assessed	Mar 10	

Improving the way we live and work

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
	appropriately and service users are enabled to maximise their independence.		
1.	Improve the range of accommodation options available for older people and physical disability services.	Mar 10	
1.	Tackle the problem of Delayed Transfers of Care (DTCOC's) to achieve long-term, sustainable improvement.	Mar 10	
5.	Contribute to the implementation of Feeling Fine - the Health, Social Care and well being Strategy	Mar 10	

Key Performance Targets for the Service

- **SCA/001** The rate of delayed transfer of care for social care reasons per 1,000 population aged 75+, from 15.21 to **target 15.00**
- **SCA/002a** The rate of older people supported in the community per 1,000 population aged 65+, from 62.08 to **target 62.76**
- **SCA/002b** The rate of older people (aged 65 and over) who the authority supports in care homes per 1,000 population aged 65+ , from 22.76 to **target 22.48.**

Further Information:-

①	Name	☎ Telephone	✉ E Mail
Service Head	Sheila Porter	01267 228918	SPorter@carmarthenshire.gov.uk
Detailed Service Business Plan 2008/9		www.carmarthenshire.gov.uk/performance	
Key Strategies		www link	
Feeling Fine - The Health, Social Care and Wellbeing Strategy 2008-11		http://www.carmarthenshire.gov.uk/eng/index.asp?locID=4485&docID=-1	
Joint Review Action Plan		http://www.carmarthenshire.gov.uk/eng/index.asp?locID=8619&docID=-1	
Developing Modern Services for Older People – the Joint Commissioning Strategy for older people 2008-11		http://www.joint-	
Developing Modern Services – the Business case for reshaping Older People's and Physical Disabilities services		reviews.gov.uk/jointreviewreports/jointreviewreports_225.asp	

Key Partners :-

Hywel Dda NHS Trust

Community Health Council

Local Health Board

Volunteer and Independent Sector Providers

Mental Health & Learning Disabilities Division

What we are trying to achieve / Service Objectives

1. To strengthen capacity and quality of assessment and Care Management within Learning Disabilities through the development and implementation of care management practice, systems and procedures to ensure good quality and timely assessment, person centred planning.

2. Closer and enhanced working with Health and neighbouring authorities via the alignment of strategic direction and operational joint / integrated working within both Mental Health & Learning Disabilities.

3. To deliver the aims and objectives of the COASTAL project for supporting employment, education and training and day opportunities which supports citizenship and inclusion.

4. To review the effectiveness of current arrangements in respect of Adult Protection and implement recommendations.

5. To review how Learning Disabilities resources are managed in parallel across Social Care and the NHS and develop an aligned finance plan that manages the necessary reallocation of resources to the agreed strategic priorities.

6. To develop and deliver a workforce plan for health and social care sectors that supports the future delivery of Mental Health and Learning Disabilities services.

Current Strengths

- Experienced and well qualified and loyal staff
- Sound value and commitments
- Good support services
- Improved consultation with service users & carers
- Good relationships with many partners and providers
- Effective workforce planning, training & development

Areas for Improvement and Key Risks to achieving Service Objectives

- Need to address Assessment & Care Management process – timeliness and quality of assessments
- Managing the impact of increasing client numbers with complex need coming through transition

Improving the way we live and work

- Need to ensure sufficient capacity within teams
- Increase range of service options
- Improve participation and engagement
- Need to address Protection of Vulnerable Adults (POVA)

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	To implement an effective consistent and equitable Care Management process across the Integrated Teams in Carmarthenshire	Mar 10	
1	To Promote Carer involvement in the assessment process and ensure carers needs captured within carers assessment.	Sep 09	
1	Increase Capacity (Staff and Carers) of Adult Placement Services across Carmarthenshire	Mar 10	
2	To implement and monitor procedures in relation to Deprivation of Liberty safeguard	Mar 10	
3	To support the development of the vocational rehabilitation work within the Coastal Project	Mar 12	
4	To undertake a review in relation to the Operational arrangements for Adult Protection within Carmarthenshire and thereafter Implement its agreed recommendations	Sep 09	

Key Performance Targets for the Service

- **9.2.5.4** Percentage of mental health needs clients who are supported in the community during the year, aged 18-64, from 67.77% to **target 69.05%**
- **9.2.5.5** Percentage of substance misuse clients who are supported in the community during the year, aged 18-64, from 92.59% to **target 93.75%**

Further Information:-

①	Name	☎ Telephone	✉ E Mail
Service Head	Gareth John	01267 228849	GJohn@carmarthenshire.gov.uk
Detailed Service Business Plan 2008/9		www.carmarthenshire.gov.uk/performance	
Key Strategies		www link	
Feeling Fine ... Health and Wellbeing Mental Health Local Action Plan Joint Commissioning Strategy (the Big Plan) for people with Learning Disabilities in Carmarthenshire		http://www.carmarthenshire.gov.uk/eng/index.asp?locID=4485&docID=-1	

Key Partners :-

Hywel Dda NHS Trust , Local Health Board
Community Health Council
Volunteer and Independent Sector Providers
Local Authority partners in various regional groups

Abbreviated Divisional Business Plan – Integrated Commissioning Team

What we are trying to achieve / Service Objectives

1. Preventing ill health in the first place by improving public health, access to health care and housing support services.
2. Supporting all carers including young carers through further development and implementation of the carers strategy.
3. Meeting the health & well-being needs of children & young people, particularly children in need through implementing the CYPP.
4. Meeting the specific health & wellbeing needs of all vulnerable groups through the strategies / implementation plans.
5. Improving the availability and quality of support services for older people.
6. Further developing and consolidating the form and function of the Integrated Commissioning Team.

Current Strengths

- A number of strategies and action plans are now in place and implementation on many of them are well underway.
- The ICT has been operating as a joint team to support the businesses of both the local authority and the LHB

Areas for Improvement & Key Risks to achieving Service Objectives

- Multi agency performance management of key plans such as the Capacity plan for secondary health and social care services
- NHS reconfiguration could destabilise the ICT

Improving the way we live and work

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	To convene the public health planning group and implement and monitor the NPHS and LA public health team objectives for 2009/10.	Mar 10	
1	To improve the quality & availability of primary care services by developing a primary care strategy and implementing year 2 (2009/10) objectives.	Mar 10	
2	To improve identification / recognition, information, short breaks, employment, training and leisure opportunities for all carers by further developing and implementing the 2009/10 objectives of the Carmarthenshire Carers Strategy and Action Plan.	Mar 10	
3	To improve the health & wellbeing of children & young people in Carmarthenshire by improving key services as part of the Children & Young People's Plan 2008-11, with an emphasis on the health outcomes for children & young people.	Mar 10	
4	To improve accommodation and support (for both in and out of county clients) and modernise adult mental health and social care services through further integration and as part of implementing the year 2 (2009/10) objectives of the joint commissioning strategy.	Mar 10	
4	To improve accommodation and support (for both in and out of county clients) and modernise health and social care services for people with learning disabilities through further integration and as part of implementing the year 1 (2009/10) objectives of the joint commissioning strategy.	Mar 10	
5	To commission improved services for older people with additional needs by implementing the year 2 objectives of the Carmarthenshire Older People Joint Commissioning Strategy for health, social care and housing related services for the over 65s. FF5a4Telecare: We will increase the number of telecare packages issued to vulnerable people by a further 250.	Mar 10	✓
6	To further develop and consolidate the form and function of the Integrated Commissioning Team (ICT) .	Mar 10	

Key Performance Targets for the Service

- This plan works to all Social Care performance indicators for 2009/10.
- This plan works to the NHS targets set out in the Annual operating Framework for 2009/10.

Further Information

①	Name	☎ Telephone	✉ E Mail
Service Head	Peter Llewellyn	01554 744400	Peter.llewellyn@carmarthenlhb.wales.nhs.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Feeling Fine: A Health Social care and Well-being Strategy for Carmarthenshire 2008/11 See Appendix 4 in the full implementation plan for a longer list of all the strategies that contribute to this business plan.		http://www.thecarmarthenshirepartnership.org.uk/eng/index.asp?locID=908&docID=891	