

Please email your response to evidence@cpa.org.uk by **14th November 2014**.

This is not a questionnaire. The questions included are for guidance and to act as a prompt. It is not necessary to answer all of the questions or even to use this form to submit your evidence if you find it more convenient not to do so.

The role of local authorities in preparing for the opportunities and challenges of an ageing society.

The Centre for Policy on Ageing has been commissioned by the Local Government Association (LGA) to undertake a call for evidence on the role for Local Government in respect of an ageing society. A cross-cutting Task and Finish group has been established by LGA to consider the opportunities and challenges that an ageing society presents and how local authorities might prepare themselves in the immediate and longer term to respond to these. The intention is for this programme to be completed and its report published by March 2015.

We would welcome your views on the contribution that Local Government can offer, and the changes Local Government should make, to adjust to their local ageing communities and to maximize the opportunities for local citizens and communities to age better. It would be helpful if you can cite examples where you are aware of good or innovatory practice

Section A

Person answering the call for evidence

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Section B

The questions that follow are for guidance and to act as a prompt. It is not necessary to answer all of the questions or even to use this form if you find it more convenient not to do so. We are also happy to receive local reports and evaluations where appropriate.

The call is particularly interested in looking beyond traditional 'care and support' services to strategies that improve older-age quality of life, provide an age-friendly environment and include 'prevention' measures that promote healthy ageing in place.

We would like to hear of any innovative and groundbreaking work that you are doing, or planning to do. Examples may come from any area including strategic planning, commissioning, service design and delivery or activities developed in partnership with local networks of older people and communities.

1. *What are the main benefits to your community with regard to an ageing society?*

There are a range of benefits associated with an ageing society in Wiltshire, including:

- The experience and wisdom that older people will bring.
- The increased acknowledgement of the contribution older people can make to society.
- The current drive to being more community-focused as a result of an ageing population (e.g. dementia friendly communities) which will also help communities as a whole for all ages.

2. *What are the key issues for your community with regard to an ageing society?*

A high proportion of Wiltshire's working age population is economically active, and unemployment is comparatively low. Projections show that Wiltshire's total population is likely to increase 10.4% over the next fifteen years. An increase in retirement-age population accounts for the majority of this increase, and it is noted that the fastest population growth has, and will continue to be in the number of people aged 85 years and over. The cost of adult social care is known to rise significantly for this population and will result in enormous pressure on public sector resources to care for Wiltshire's older population in the future.²

Wiltshire's Working-Age Population (WAP) is projected to decrease between 2011 and 2026, from 60.4% to 54.4% of total population but Wiltshire's Retirement-Age Population (RAP) is projected to increase by almost half again from 21.5% to 29.8% over the same period. The "dependency ratio" is projected to increase by 12.8% between 2011 and 2021 compared to a 7.4% rise in England. Dependency ratios are sometimes criticised because they neglect relative need, which will normally be lower in wealthy areas with healthy residents - however the rate of increase in Wiltshire, compared with England, tells our commissioners that the needs of older people should be a priority.

As the population in Wiltshire is ageing noticeably faster than the rate for England as a whole, combined with the rurality of the county, careful attention needs to be given to address the potential social isolation which could result.

Work will need to take place to promote positive attitudes to ageing, design inclusive environments (e.g. ban door knobs), develop resilience and enable support to be targeted as people undergo key transitions in later life.

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3. *In your opinion or from your perspective - are local authorities important as contributors to a society adjusting to an ageing population? In what ways can they contribute? What should they do?*

Councils can play an extremely important role in helping society adjust to an ageing population: they can influence all aspects of older communities' lives whether it is through housing, education, transport or any other service.

Particular ways that councils can facilitate this include:

- Developing links between individuals, the voluntary sector and health, plus business
- Intergenerational work with schools
- Health needs assessments: finding out the current and future health and wellbeing needs of the population
- Health promotion and ill health prevention schemes
- Community-wide schemes such as Dementia friendly communities and Safe Places

Alongside this, councils can play a role in enabling supportive communities through shaping housing provision. An example of this is Wiltshire Council's ambitious plan to build 50 bungalows and create hundreds of new homes to help Wiltshire's older people live independently for longer, which have recently received a multi-million pound cash boost from the Homes and Communities Agency (HCA). Part of the agency's £5.88m grant will be used to build 29 of the 50 new bungalows for older people in rural locations and create an extra care scheme. The remaining £4.5m will be shared with housing associations to support their programmes to deliver around 200 extra care apartments across Wiltshire to help people stay living independently in their own communities for longer. The funding will boost a wider £40m council homes programme by Wiltshire Council which makes use of the Housing Revenue Account. The council will work with local communities on the programme and will be responsible for creating, owning and running more affordable homes for families and elderly residents across the county. This resource will help us to meet the needs of older people in the future, offering them choice and control over where they want to live as well as helping them live independently for longer in their own communities. Sherston and East Knowle have already benefited from the scheme.

4. *If you are not part of a local authority - How might local authorities complement and support your work and what might you envision or what are your particular hopes for local government to achieve?*

N/A

5. *How do local authorities need to adapt to enable older people to achieve their full potential?*

Local authorities need to think system wide – and avoid working in silos – to engage partners in helping older people to achieve their full potential.

This will need the cooperation of partners but will also allow places to think long term with their plans and funding.

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6. *What are the key challenges facing local government in respect of health and social care as a result of population ageing? What needs to change (structurally, culturally or financially) to enable local government to tackle these challenges in cooperation with health and other partner organisations?*

Work between health, public health and social care needs to become *truly* integrated. All in the system need to be aware of their role in the whole system/pathway- e.g. bringing in prevention and how people interact with the community. Within this we need to allow the community voice to be heard, especially those who are isolated.

Wiltshire's fast-tracked [Better Care Plan](#) is an early start on delivering some of these ambitions. The plan was developed in a tight timescale with provider input (through an inclusive health and wellbeing board) and user input through Healthwatch Wiltshire. It focuses on the needs of older people and delivery of the ambitions set out in the plan should make a tangible difference to people who use services, through for example:

- Support for people to remain healthy and well, through health and well being promotion and behaviour change (with appropriate staff training), earlier intervention, proactive care and support for people to help themselves (including improved information portals and signposting)
- Better coordinated care and support throughout the entire care pathway and system, including mental health and an enhanced home from hospital service commissioned from the voluntary sector
- Better care experiences 7-days a week and out-of-hours
- More, and more targeted, support for carers and families
- Fewer people being admitted to hospital unnecessarily and fewer delays in hospital.
- Healthwatch leading specific engagement in a number of key areas including appropriate involvement in systems reviews.

One aspect of the Better Care Plan is the groundbreaking work on Urgent Care@Home (UC@H), which works for professionals to co-ordinate and facilitate rapid access to services 24 hours a day, 7-days a week; and co-ordinate intermediate care and hospital discharge. The service provides health and social care support within one hour in times of crisis and helps prevent unnecessary hospital admissions (Further info attached). Depending on the most appropriate pathway for the service user, the project focuses on supporting service users to:

- Access appropriate assessments in the right place at the right time
- Remain at home with additional support
- 'Step up' to a Community Hospital or Intermediate Care Bed
- Expedite return to home with additional support following acute assessment

We have committed to increasing our pooled budgets and redesigning care pathways so that our vision of joined-up services with care as close to home as possible, with home always as the first option, can be delivered. This will help address the pressure on acute hospital provision from increased acuity and co-morbidity.

A joint workforce strategy is being developed across acute, community, mental health and social care providers in Wiltshire. This will be another essential component of delivering a joined up approach. This includes for example, Wiltshire Council agreeing common job descriptions and a common induction programme which is then delivered by each provider. A common competency framework and a passport for all care workers in Wiltshire is also being worked toward.

This [paper](#) by Professor John Bolton of the Institute of Public Care, describes Wiltshire Council's approach to developing its Help to Live at Home Service for older people. The approach has focused on the outcomes older people wish to gain from social care and involved an overhaul of care management and contracting within the Council. Commissioning on the delivery of outcomes is essential to ensure the delivery of fit for purpose services.

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Looking to the longer term, Wiltshire Council has been working with partners to develop a series of Market Position Statements so that providers understand likely long term market demand. A good example of this is the Market Position Statement for services for Older People. These include a breakdown of information at a more local level for each community area in Wiltshire.

Close working between commissioners and providers is an essential part of a successful overall health and wellbeing system. Wiltshire has established an inclusive health and wellbeing board which includes the 3 acute hospitals, mental health provider and ambulance service alongside commissioners from health, public health, police and social care.

7. *How is an 'ageing' strategy being developed in your area? What are the personnel, structures and processes necessary to support that strategy? What are the means by which 'buy-in' and engagement with the strategy are achieved? How is the strategy informed by the needs and aspirations of older people and how is integration achieved between officers and members and local authorities and partner organisations in the health and voluntary sectors?*

There is a Healthy Ageing Strategy being developed by our Public Health team which will examine how we can enable people to look after their health and wellbeing before reaching older age to have a healthy life expectancy but also when people reach older age, to keep them as healthy as possible for as long as possible. There are a number of strategies being developed and already in place which support the work and will need to be linked to achieve maximum potential. The plan is being developed, but there will be links to the Better Care Fund, voluntary sector and health and social care sectors.

Wiltshire has a number of mechanisms in place to ensure the views of older people are considered. This includes a customer reference group to inform commissioning. Wiltshire and Swindon Users network and the customer reference group work with us to design services and are actively involved in contract management. The Customer Reference Group is a key part of the Help to Live at Home service but they are also helping us complete the user experience survey of residents in care homes – and as such we meet with them quarterly.

Alongside this the Council has appointed a Wiltshire Older Persons Champion and 18 more local Older People Champions to support the work of area boards with local communities. All area boards have recently held older people and health fairs to reach out to local communities on a range of initiatives and to advertise the support available.

Carers are often older people and can play an important role in ensuring older people's wellbeing. Carers should be respected as expert care partners and recognised for the valuable work that they do; without which NHS organisations and Wiltshire Council would be under far more pressure. The [Wiltshire Carers Strategy 2012 – 2015](#) has been designed with Carers at its centre and is about making sure that action takes place. It outlines the commitments of various organisations in Wiltshire to develop and deliver good quality services to Carers. These organisations include Wiltshire Council, NHS Wiltshire Clinical Commissioning Group, and providers of services to Carers, including those in the voluntary and community sector. Wiltshire Council and CCG have pooled their carers' budgets to deliver the strategy and work with the Wiltshire Carers Action Group to deliver it.

[If a strategy document exists please attach it].

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8. *If you are within a local authority – What are the governance arrangements on ageing issues? Which officer leads on the implementation of your ageing strategy or leads on ageing issues (in the absence of a strategy). If possible please include contact details? Which elected member or board or committee deals with ageing issues?*

Frances Chinemana leads on older people issues and end of life care for public health (Frances.Chinemana@wiltshire.gov.uk) and Nicola Gregson is Commissioner for Older People Services (Nicola.Gregson@wiltshire.gov.uk).

The Health and Wellbeing Board leads on older people issues and is chaired by the leader of the Council.

9. *Which national policy levers and drivers assist you to prepare and respond for an ageing society locally? What has assisted you and what has been a hindrance? What would assist you to respond more actively or help you to undertake an appropriate role for your community?*

A number of national initiatives have been helpful recently. These include:

- The Prime Minister's Dementia Challenge
- The campaign on parity of esteem for Mental Health

Public Health data has been made available regarding the needs of older people which has been useful.

The Care Act will play an important role in bringing the council into contact with a far wider range of the population and advising them on how they can prepare for old age and prevent care needs worsening. Similarly, it embeds personalisation as an important concept, ensuring services are tailored to the needs of those receiving them.

The main hindrance has been multiple policies and initiatives being launched without linkage to an overall strategy to hook them on to. Legislative commitments also require funding to go along with them to ensure successful delivery.

Additional assistance on a National Toolkit for the Ageing Society for Local Authorities could be welcome. Similarly, additional funding for End of Life Care so that people can die at home if they choose to do so would be welcome. This can be delivered more cost effectively through social care than through acute providers.

10. *Do local authorities have a role in addressing digital exclusion or in helping their older populations deal with the national government's 'digital-by-default' strategy?*

Yes, Wiltshire Council has made a commitment to help adults across Wiltshire become confident with the basics of computers and the web. It doesn't matter whether that's a laptop, desktop, tablet or smart phone - we want to make sure that everyone who wants to take that step into the digital age can access the support they need to do so - for free. More information is available: <http://www.wiltshireonline.org/index.php/digital-inclusion>

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11. *How can or should local authorities support older workers and address the ageing of their own workforces?*

Councils can undertake a range of healthy workforce initiatives which support their workforces. Wiltshire Council has signed up to the workplace charter and undertakes regular surveys of staff to gather ideas to ensure a healthy workplace. The integration of the public health team into the council has been undertaken to ensure clear links with occupational health, leisure services and public protection.

A good example of how the integration of public health into Wiltshire Council has made a difference is on flu immunisation. In spring each year the Department of Health releases details of the flu immunisation programme for the coming winter. For flu season 13/14 as in the past, amongst other key groups the programme re-emphasised the importance of flu vaccinations for health and social care workers. These staff have a duty to protect their patients and vaccinating staff against flu is an important infection control measure in the annual winter planning process to ensure both the NHS and Local Authority are as resilient as possible. In 2012/13 the national vaccination uptake in health and social care was 45.6%, this is below the expected standard and uptake of the vaccine by NHS staff was higher than for Local Authority staff. As part of the PH move to Wiltshire Council the DPH became the local lead for scrutiny and assurance of the flu vaccination programmes and was keen to work with the council's occupational health and safety service to look at increasing uptake for frontline and business critical staff. Wiltshire Council had been offering a service to staff for several years which reimbursed the cost of vaccinations. However awareness of the programme was low and staff had to arrange and pay for their own vaccination before claiming back the funding. When the health protection team interrogated financial records we found only four claims had been made in 2012/13, demonstrating the programme was having little success. We established a working group which included health protection staff alongside occupational health, business continuity leads and the communications department. The group arranged on site flu vaccination clinics at over 10 council sites around the county as well as a free voucher scheme allowing staff to present at a pharmacy and time of their convenience. The programme was well advertised and in its first year saw over 1,000 frontline and critical staff using the service. The working group has met throughout 2014 to improve upon this for the upcoming winter's campaign.

Wiltshire Council also supports a range of flexible working activities and enables working at home.

12. *We would like to hear of any services, activities or initiatives which you believe are good practice and innovative with regard to an ageing society – please note – please provide a short description. If there are any reports or evaluation documents please attach.*

Before I Forget Campaign- The countywide 'Before I Forget' dementia campaign aims to raise awareness of dementia across Wiltshire and to help create dementia aware and dementia friendly communities. The campaign was launched across Wiltshire in June 2014 with communities encouraged to create and develop their own initiatives. Area boards have been the starting point and, in most areas, are acting as co-ordinators and facilitators. Area Boards were chosen as the starting point because it was felt that they would be able to provide the local knowledge and ensure that the campaign reached all members of the community. Voluntary sector organisations can then also work at a more focused local level.

The Before I Forget campaign is meant to complement the national Dementia Friendly Communities campaign in that communities start by becoming dementia aware. This way Area Boards are 'kick started' into the philosophy and practical process of helping their communities, as this is a fundamental change for the population as a whole. They can then move on to apply for becoming officially recognised as a Dementia Friendly Community if they wish. A 'how to' tool kit has been produced to give communities useful information, advice, contacts and promotional materials to develop their campaigns.

Workforce strategy: details of the emerging workforce strategy for health and social care are attached.