

# HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

21 JUNE 2016

## “GETTING BETTER TOGETHER” MEDWAY ADULT SOCIAL CARE STRATEGY

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### Summary

The Portfolio Holder for Adult Social Care and Health has overseen the development of “Getting Better Together”, the Adult Social Care Strategy for Medway. It articulates a vision for the development of adult social care in Medway over a four year period, based on six strategic priorities – Prevention, Personalisation, Partnership, Integration, Innovation and Safeguarding.

The primary aim of the strategy is to prevent and reduce social need by providing effective support so that citizens maintain their independence. Wherever possible and appropriate we will support citizens with eligible social care needs to remain in or return to their own home, so that they can maintain important relationships with family, friends, and continue to actively be a part of their own community.

The report describes the leadership and governance arrangements which will be overseen by the Adult Social Care Improvement Board. This includes the development of an improvement programme which will deliver pathway and service re-design. The strategy will be underpinned by effective performance management, strengthened commissioning, and improved partnership working with all key stakeholders.

### 1. Budget and Policy Framework

1.1 The Adult Social Care [ASC] Strategy has been developed to articulate our future vision for adult social care, and ensure that the key themes and priorities for action are clearly identified. The strategy must align with the overall objectives defined within the Council Plan, and the Health and Wellbeing Strategy for Medway.

## 2. Background

### Issues and Analysis:

- 2.1 In order to develop the strategy we have drawn extensively on a range of evidence sources to inform our thinking. This has included work undertaken by Research in Practice for Adults [ RiPfA], the Social Care Institute for Excellence [SCIE], and Think Local Act Personal [ TLAP ]. The evidence from these sources has emphasised the need to develop strategy informed by best practice in adult social care, along with a focus on best use of resources in a challenging financial context.
- 2.2 The ASC Strategy lays out the Vision and Values that will underpin a programme of change in Adult Social Care over a four year period, from 2016-2020. It identifies 6 core themes for action – Prevention, Partnership, Personalisation, Integration, Innovation and Safeguarding.
- 2.3 To ensure effective leadership and governance an Adult Social Care Improvement Board (ASCIB) chaired by the Leader has been established. ASCIB approved the engagement of a strategic partner, Newton Europe, to undertake a diagnostic to identify the key areas for improvement. Newton Europe has an established track record of working with public and private sector organisations to progress service improvement initiatives.
- 2.4 This comprehensive analysis has identified a range of opportunities around care pathway reform, revised service delivery model, and opportunities for improved commissioning. This programme would contribute significantly to the delivery of the key strategic priorities within Getting Better Together. This improvement programme for adult social care has the potential to significantly improve outcomes for citizens who use our support and care arrangements. It will also support a programme to ensure the best use of the financial resources within the adult social care services provided by Medway Council.
- 2.5 The Delivery Plan associated with the ASC Strategy must have a high level of ‘flex’ in the context of the work undertaken by Newton Europe. The adult social care diagnostic, which was presented to the Adult Social Care Improvement Board on 3rd May, has provided us with an ‘opportunity matrix’ which will inform our transformation plan. However as the strategy primarily sets out the Vision and Strategic Themes for action it will be important to incorporate the specific initiatives that the diagnostic has identified within this overarching strategic framework. Similarly, the work with Future Gov on Digital Transformation will provide important opportunities for consideration.
- 2.6 Within each of the themes we have identified key actions, the outcomes for Medway residents, and the outcome measures that can be used to monitor progress. These areas will then be delivered through the development of the Divisional Service Plan, with clear accountability through to Heads of Service and Team Managers. This will ensure a performance management framework is in place to secure delivery of the key objectives within the strategy.

- 2.7 The strategy has been developed within the ASC Division involving Heads of Service, Team Managers, and colleagues from Partnership Commissioning and Performance & Intelligence. The strategy has been updated and provisional agreement reached about theme leads within the ASC Management Group for each of the themes.
- 2.8 The draft strategy was presented to Children's and Adults Divisional Management Team (CADMT) on 16 February 2016, and to the Executive Management Team (EMT) on 9 March, the feedback from these sessions has been incorporated.
- 2.9 The ASC Strategy will go through the usual approval and governance processes within the Council. The future timetable is detailed below:
- Health and Wellbeing Board 28 June 2016
  - Cabinet 12 July 2016
- 2.10 A schematic representation of the strategy has been developed as a "plan on a page" style summary and is included as Appendix 2.
- 2.11 A Market Position Statement (MPS) has been produced by the Partnership Commissioning Team in the Council. This document will be the vehicle for delivering a new and vibrant market of adult social care in Medway. It is the start of an interactive and iterative dialogue between commissioners and providers to facilitate the development and shaping of the market. The MPS will be published, reviewed and updated regularly. The MPS is a supporting document to the strategy, and attached at Appendix 3.

### **3 Risk Management**

- 3.1 The financial challenge facing the Directorate over the next four years is significant and has previously been considered by Cabinet/Corporate Management Team at earlier meetings. Adult Social Care will need to undertake a radical programme of change in order to be able to achieve the level of efficiency and savings required, whilst maintaining a strong offer to adults in need of advice and care and support in Medway.
- 3.2 We are in the early stages of completing the LGA/ADASS (Association of Directors of Adult Social Services) Risk Assessment Tool for Adult Social Care, and this will give us an internal assessment of the risks associated with the key areas around the delivery of adult social care. This will inform further discussions with the Portfolio Holder and the Adult Social Care Improvement Board on the nature and extent of action required to address any risks which are identified.
- 3.3 There are significant equality considerations to be addressed in the delivery of the strategy to ensure that the Council complies with its legal obligation in section 149 Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion

or belief, sex and sexual orientation) and those who do not share it. These matters must form an integral part of the decision making processes in relation to the Medway Adult Social Care Strategy. There will be a need to have robust processes in place for engagement at the implementation phase, so that partnership approaches are evident in the overall delivery. See the attached draft, interim Diversity Impact Assessment, attached as Appendix 4.

| <b>Risk</b>  | <b>Description</b>   | <b>Action to avoid or mitigate risk</b>   | <b>Risk rating</b> |
|--|--|---|--------------------|
| Financial pressures related to growth in demand for Adults Social Care | Risk that the continuing growth in demand for adult social care and support cannot be addressed through existing resources | Increased focus on forecasting of demand and associated expenditure, and development of a transformation plan for adult social care     | C2                 |
| Lack of capacity to deliver the changes required                       | Risk that the organisation will lack the capacity to deliver the actions required to deliver change and efficiencies       | Development of internal capacity or engage an experienced strategic partner to help deliver the adult social care improvement programme | C2                 |
| Strategy could fail to keep pace with dynamic change                   | The scale and rate of change within Adult Social Care Services could lead to the strategy becoming out of date             | Delivery plan will be reviewed and updated annually   | C3                 |
| Failure to effectively engage Key Stakeholders                         | Risk that key stakeholders do not feel involved and engaged in the delivery of the strategy                                | Development of an effective communication and engagement strategy   | C3                 |

## **4 Consultation**

4.1 Consultation took place at a workshop within the ASC Division involving Heads of Service, Team Managers, and some colleagues from Partnership

Commissioning and Performance & Intelligence which took place on the 3<sup>rd</sup> of February. The strategy has been updated and provisional agreement reached about theme leads within the ASC Management Group for each of the themes.

4.2 Engagement will take place in relation to the development of a robust delivery plan to support the strategy. This programme of activity is in the early planning stages, and will be informed by the Newton Europe Diagnostic, and supported by the Commissioning Support Team during summer 2016.

4.3 The ASC Strategy will need to go through the usual approval and governance processes within the Council. The timetable includes:

- Health and Adult Social Care Overview and Scrutiny Committee 21 June 2016
- Health and Wellbeing Board 28 June 2016
- Cabinet 12 July 2016

## **5 Financial Implications**

5.1 Although there are no direct financial implications contained within this report, the strategy will need to help inform the future development of the Council's Medium Term Financial Plan through highlighting areas of transformation and possible efficiencies that might be achieved.

## **6 Legal Implications**

6.1 The strategy needs to support the delivery of all key statutory functions related to adult social care, particularly those associated within the Care Act (2014) and section 149 of the Equality Act 2010.

## **7. Recommendation**

7.1 It is recommended that Overview and Scrutiny Members comment on the Medway Adult Social Care Strategy and recommend it to Cabinet for approval.

### **Lead officer contact**

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### **Appendices**

- 1 Getting Better Together, Adult Social Care Strategy for Medway Council
- 2 Getting Better Together, 'plan on a page' summary presentation
- 3 Medway Market Position Statements
- 4 Diversity Impact Assessment (Draft/Interim)

**Background papers - None**