

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

16 AUGUST 2022

KENT AND MEDWAY ADULT LEARNING DISABILITY AND AUTISM COLLABORATIVE UPDATE

Report from: James Williams, Director of Public Health
Author: Johanna Elwell, Partnership Commissioner, Specialist Services,
Medway Council / NHS Kent and Medway

Summary

In December 2021, the Committee considered a paper on proposals to improve health and social care outcomes for adults with learning disability and autistic people across Kent. The recommended option was to form a learning disability and autism collaborative with Kent County Council and Kent and Medway Clinical Commissioning Group (now the Kent and Medway Integrated Care Board). The Committee asked for an update report in September, this report provides an overview of progress to date.

1. Budget and policy framework
 - 1.1. This report supports the Council Plan priority “Supporting Medway’s people to realise their potential”.
 - 1.2. The Care Act 2014¹ sets out a range of statutory duties for Local Authorities, including a number related to the prevention agenda. It requires all Local Authorities to, work in partnership to provide, or arrange services, facilities, resources, or take other steps, towards preventing, delaying, or reducing the development of need for care and support. These statutory duties include people with learning disabilities.
 - 1.3. The national plan, Building the Right Support (2015)² also gives a framework within which local community services for people with learning disabilities are to be developed and the reliance on secure inpatient hospital is to be reduced.

¹ The Care Act 2014: <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

² Building the Right Support 2015: <https://www.england.nhs.uk/wp-content/uploads/2015/10/ld-nat-imp-plan-oct15.pdf>

- 1.4. A National Strategy for autistic children, young people, and adults: 2021 to 2026³ has been published alongside an implementation plan for the first year of the plan. Key areas of focus include tackling health and care inequalities and building the right support in the community.
- 1.5. Health and Care Act 2022 introduced new legislative measures that aims to make it easier for health and care organisations to deliver joined-up care for people who rely on multiple different services⁴.

2. Background

- 2.1. In December 2021, an options paper was submitted to the Committee (background paper 1). The Committee recommended Option 2 to Cabinet, i.e. that the Council form a learning disability and autism collaborative with Kent County Council (KCC) and NHS Kent and Medway. This ensured Medway Council's place as an equal partner in key decisions with the NHS, which affects how healthcare services and support for Medway's residents with a learning disability and autistic residents are planned, delivered and held accountable.
- 2.2. Kent and Medway's Learning Disability and Autism Programme is a whole system transformation programme spanning both children's and adults services. The programme aims to ensure there is a broad range of health and social care services available to the local population that effectively reduces reliance on in-patient care and enables people with learning disability or autism to remain in their local community, close to their support networks whilst receiving the care and support to meet their needs. The programme also incorporates other key health initiatives aimed at reducing health inequalities such as annual health checks as well as social care objectives such as access to housing and employment.
- 2.3. Governance for the learning disability and autism programme will be delivered via the Whole System Model (Appendix 1 of background paper 1) that is designed to achieve more effective collaborative and strategic leadership between Medway Council, KCC and the NHS, without the need for organisational restructure. Therefore, it does not require the transfer of council or NHS staff between organisations and there is no requirement for significant investment in new roles and systems.
- 2.4. Three key meetings were proposed to form part of the new governance structure and Medway would have an equal voice at these meetings:
 - Strategic Leadership Body - The role of this Body is to design, develop and decide strategy. Director Level attendance.

³ Autism Strategy 2021-2026 <https://www.gov.uk/government/publications/national-strategy-for-autistic-children-young-people-and-adults-2021-to-2026>

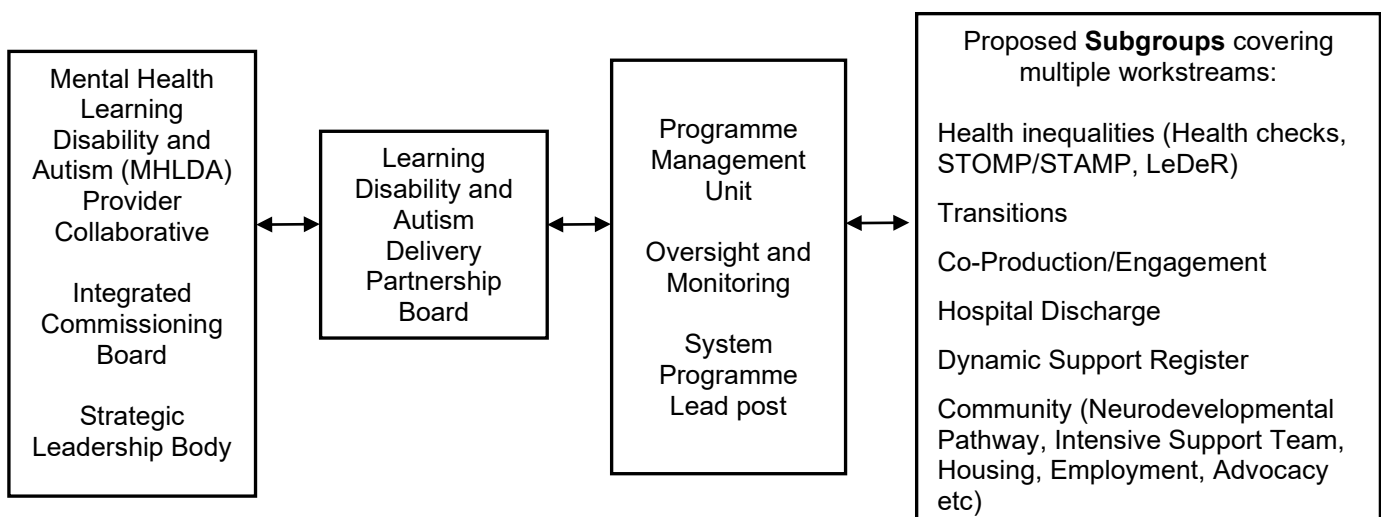
⁴ Health and Care Act 2022 <https://www.kingsfund.org.uk/projects/health-and-care-act-2022-make-sense-legislation>

- Delivery Partnership - An NHS and council provider collaborative. Membership from those who are delivering services (Kent Community Health NHS Foundation Trust (KCHFT), Kent and Medway NHS and Social Care Partnership Trust (KMPT) and Medway Council, KCC learning disability and autism/social work teams) and membership from experts by experience.
- Programme Management Unit - Led by a joint Medway Council/KCC/NHS Kent and Medway appointed System Programme Lead. Their focus is on data, needs analysis, performance, strategy outcomes, co-designed key strategies and related workplans. Also links with public health, clinical leads, and Primary Care Networks.

3. Advice and analysis

Governance Arrangements

- 3.1. Work is in progress to formalise the new governance structure which will link with new Integrated Care System (ICS) arrangements that came into place on the 1st July 2022, existing work streams, all partners, and experts by experience. Joint mapping has been conducted across the programme which has identified opportunities to merge multiple meetings into single subgroups. An example of this is the proposed Health Inequalities Subgroup that will merge the steering groups for Annual Health Checks, Learning Disability Mortality Review (LeDeR) and Stopping Over Medication of People (STOMP) / Supporting Treatment and Appropriate Medication in Paediatrics (STAMP) to enable improved performance monitoring and decision making of these workstreams.
- 3.2. Until the new governance structure is formalised with the ICS the shadow governance arrangements have been overseen by the Learning Disability and Autism Delivery Partnership. Delivery Partnership meetings occur monthly and include senior management representation from all provider and commissioning agencies and experts by experience. The Delivery Partnership reports directly to the new Mental Health Learning Disability and Autism (MHLDA) Provider Collaborate and to the Integrated Commissioning Board.
- 3.3. Diagram 1 below, shows interim governance structure which is subject to change until formal agreements have been made.



- 3.4. Attendance at all meetings across the learning disability and autism programme has been challenging for Medway which is a smaller organisation with less staff resource compared to KCC and NHS Kent and Medway. However, Medway commissioning has now ensured that Medway representatives are attending all meetings at all levels across the programme to make sure Medway's views and needs are heard.

Recruitment to vacant posts

- 3.5. Progress on collaborative arrangements has been slower than initially anticipated due to vacancies in key roles within the learning disabilities and autism programme. The vacancies include the Associate Director for Learning Disability/Autism, the Director of System Commissioning, and several Kent Senior Integrated Commissioners.
- 3.6. To date a new Associate Director for Learning Disability and Autism has been appointed and KCC Director of Adult Social Care has implemented regular planning meetings for all partners including Medway commissioners. Progress has greatly improved, and partners are working together to formalise governance arrangements as soon as possible.

Joint funded System Programme Lead

- 3.7. Medway agreed to joint fund a new Programme Director post, now referred to as a System Programme Lead for Learning Disability and Autism, to ensure it has an equal voice and representation across all workstreams. The name change was to create consistency with other job titles across the wider health system.
- 3.8. The post is intended to support the programme at a senior level in delivering the work plans and workstreams decided by the Strategic Leadership Body. Within this context the System Programme Lead will work closely with the Delivery Partnership to ensure that key learning disability and autism service outcomes are achieved.
- 3.9. Originally it was anticipated to have the System Programme Lead operational in April 2022, however due to vacancies of key posts across the programme and the time needed to create a job description that was satisfactory to all partners including Medway Council the post was advertised in May/June 2022. Interviews were held in July and the post was appointed to. The new post will be operational mid-August 2022.

Key workstreams

Learning Disability and Autism Strategy (ATLAS)

- 3.10. The all-age Kent and Medway Learning Disability and Autism Strategy (ATLAS) is currently being developed with experts by experience. To support the development of the strategy the National Development Team for Inclusion (NDTi) has been commissioned to help find out what people's priorities are for

a good life and to understand what helps or prevents people achieving good outcomes. Experts by experience from across Kent and Medway were engaged and participated in a range of activities such as group work and one to one interviews. Participant feedback has directly influenced and shaped the structure of the draft Strategy to date and is currently being prepared for full consultation in September.

Delivery Plan

3.11. The Delivery Partnership is currently drafting a new delivery plan by bringing the NHS 3 Year Plan and social care strategic objectives from KCC and Medway Council together. This revised delivery plan will be further informed by engagement activity on the all-age Learning Disability and Autism Strategy. The delivery plan will also highlight any gaps in capacity and opportunities to create efficiencies across existing workstreams.

4. Next steps

- Establish clear governance for all workstreams related to the LDA programme through the Delivery Partnership Board.
- Circulate draft all age Kent and Medway Learning Disability Strategy in September to relevant partners for comment and consultation.
- Joint funded System Programme Lead (Learning Disability and Autism) to be in post by mid-August 2022.
- The Delivery Partnership to receive regular performance data which until now has only been sighted by NHS Kent and Medway. This supports the new systemic approach that is being adopted, by sharing information for joint decision making.
- Medway representatives to continue to attend all meetings linked to the learning disability and autism programme to ensure oversight and make sure the Medway voice is heard at all levels as well as championing Medway experts by experience who are working with us.
- Develop a communications plan so that all stakeholders are updated once arrangements are formalised.

5. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Vacancies	The number of senior leadership vacancies within the programme has caused delays and could cause further	Joint funded System Programme Lead to be in post by mid-August 2022. Resource mapping has already begun, this needs to be continued to ensure	C2

Risk	Description	Action to avoid or mitigate risk	Risk rating
	delays with implementing the new collaborative way of working.	decisions on staffing across the programme can be addressed.	
Governance structure not yet agreed	The lack of governance structure can make it challenging to understanding how the different boards and meetings interlink.	Partners to formalise a governance structure, all age strategy and work plan. Reasonable adjustments to be made so experts by experience continue to be part of the planning process. Once finalised communicate to all stakeholders.	C2

6. Consultation

6.1. The voice of experts by experience is a key driver in the learning disability and autism programme across governance and operational workstreams. Currently experts by experience from across Kent and Medway are actively involved in the following:

- Learning Disability and Autism Delivery Partnership Board and the formalisation of structure and governance for the programme.
- All-age Learning Disability and Autism Strategy (ATLAS).
- Dynamic Support Database enabling professionals from across health and social care to work together in supporting people to live well in their community, prevent crisis and unnecessary hospital admissions.
- Intensive Support Team which covers out of hours crisis provision for learning disabilities and autism along with creation of a community-based health team which supports the adult neurodevelopmental diagnostic pathway for Autism and ADHD.

6.2. Planned engagement activities to start this year:

- Co-design of pre and post diagnostic services in the Adult Neurodevelopmental diagnostic pathway for Autism and ADHD
- Autism Communication Passports, to establish if these would be helpful and where would they be helpful, what information they should contain, how they should be used.

6.3. Medway Council has promoted 'Be A Leader' course for adults with learning disabilities. The course equips attendees with skills to have a strong voice wherever they want to change things for the better. In partnership with Medway Council and KCC, Bemix will deliver the training. Bemix runs projects which support people to learn skills, gain qualifications and become more confident and independent. They also work together with employers, businesses and services to make sure what they do is inclusive⁵. Bemix have

⁵ Bemix website <https://www.bemix.org/>

been supporting the Kent and Medway learning disability and autism programme. The 'Be a Leader' course offered by Bemix will train people to lead and govern within the local health and social care system. The course starts in September.

7. Financial implications

- 7.1. There are no direct financial implications for Medway Council arising directly from this report.
- 7.2. Funding for the joint System Programme Lead post had been previously agreed by the Joint Commissioning Management Group (JCMG) in 2021.

8. Legal implications

- 8.1. The statutory framework is set out in Section 1 of this report. There are no direct legal implications for the Council from this updating report.

9. Recommendation

- 9.1 The Committee is asked to note this report.

Lead officer contact

Johanna Elwell, Partnership Commissioner
Telephone: 01634 331273 E-mail: johanna.elwell@medway.gov.uk

Appendices

None

Background papers

Kent and Medway Learning Disability and Autism Collaborative Options – December 2021 <https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=60853>