

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
5 APRIL 2016

ADULT SOCIAL CARE STRATEGY, COMMISSIONING INTENTIONS
AND MARKET POSITION STATEMENT

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to inform members of the Committee of the current status of the Adult Social Care Strategy 2016-2020 and the associated Commissioning Intentions and Market Position Statement (MPS), including current work and intentions to deliver the aims and objectives of the Adult Social Care Strategy 2016–2020.

Policy Framework and Previous Decisions

2. The relevant policy framework includes:-
 - Better Care Together Five Year Strategic Plan 2014-2019;
 - The Care Act 2014;
 - Leicestershire County Council Provisional Medium Term Financial Strategy 2016/17–2019/20;
 - Leicestershire County Council Strategic Plan 2014–2018 (Leading Leicestershire: Transforming Public Services);
 - Leicestershire Communities Strategy 2014;
 - Leicestershire Commissioning and Procurement Strategy 2015;
 - A Country that Lives within its Means: Spending Review 2015, HM Treasury.
3. The Adult Social Care Strategy, associated Commissioning Intentions and MPS were approved by the Cabinet on 5 February 2016 (appended as Appendices A, B and C respectively).

Background

4. The Adult Social Care Strategy has been developed to fulfil statutory duties, meet efficiency targets and provide a basis for planning, commissioning and delivering adult social care services for the next four years. The changes required for the health and social care system to work in partnership have been identified, with the aim of providing more integrated services in line with the Better Care Together (BCT) strategic plan.
5. Funding for adult social care is decreasing as the Government continues to reduce local authority budgets to meet the national budget deficit, and increasing demographic pressures result in a funding gap. Key changes to the delivery model

for adult social care are therefore required in the next four years to keep the financial consequences of growth to a minimum.

6. The Medium Term Financial Strategy (MTFS) outlines a growth requirement of £23 million to meet adult social care demographic and legislative need over the next four years, together with a saving requirement of £16.7 million. Additionally, it is known that the National Living Wage will increase social care costs.
7. The Adult Social Care Strategy has been developed with a clear focus on ensuring delivery of statutory responsibilities, whilst capturing all available opportunities to prevent, reduce or delay need for ongoing Council funded support in light of the financial challenges it faces. The Adults and Communities Department has carefully considered how it can work with individuals with ongoing needs to ensure independence is maximised, and how systems and processes can be improved to ensure cost-effective support.
8. The Adult Social Care Strategy outlines the new model for delivery of adult social care in Leicestershire, which is aligned to both Care Act 2014 requirements and the BCT Five Year Strategy 2014–2019 and defines actions according to the following domains:-
 - **Prevent Need:** universal services, supporting wellbeing;
 - **Reduce Need:** intervening early for those who may be at risk of needing support in the future;
 - **Delay Need:** supporting recovery and reablement for those who have experienced a crisis or who have defined illness or disability;
 - **Meet Need:** promoting maximum independence and use of community and individual resources for those with long term needs.
9. The Adult Social Care Strategy ensures alignment with BCT and supports common understanding with Health partners. It also aligns with other Council services delivering the Council's new target operating model, in particular the unified prevention offer led by Public Health and the Communities Strategy led by the Chief Executive's Department.

Progress and plans

Commissioning Intentions

10. In order to ensure effective delivery of the Adult Social Care Strategy, overarching Commissioning Intentions have been developed to set out how the changes required can be achieved.
11. The Commissioning Intentions focus on meeting local needs and delivering value for money, aligned to the organisational priorities set out in the Council's Strategic Plan and the Commissioning and Procurement Strategy.
12. Engagement with other County Council Departments (particularly Public Health and Children and Family Services) has been undertaken to both ensure alignment of intentions and to highlight opportunities for cross-departmental working.

Prevent Need

13. The Adults and Communities Department will work with partners to ensure that preventative services are well aligned and maximise opportunities to preclude the need for social care support in the future (for example, by enhancing community capacity, increasing mental health awareness, and providing information and advice to keep people active, healthy and safe). Although the Department does not directly provide universal services, it will work more with partners, particularly across local councils and the NHS, to commission preventative interventions where they demonstrate effectiveness and will ensure awareness is raised about maintaining independence and planning for the future. This will help ensure that fewer people will require formal care and support in the future.

Reduce Need

14. The Adults and Communities Department will focus on early identification of people who are at risk of declining health and losing their independence and work with them to help avoid this. Access to community resources, including efficiently delivered advice and information services will be further developed. The Council will ensure that preventative services are targeted, evidence-based and are cost-effective. Services that do not meet these criteria will be decommissioned. The Council will further improve its information and advice offer to ensure people can get the right information when they need it, and that this is delivered as efficiently as possible. The invaluable role of carers in reducing the need for other services is recognised and they will be valued and supported in a flexible way.

Delay Need

15. In partnership with health and other service providers, the Adults and Communities Department will work to ensure effective recovery, rehabilitation and reablement services are available and adopt a problem-solving approach. This will include, for example, further development of its response to crisis, supporting people to self-care, and maximising use of assistive technology as a less intrusive, more cost effective option. Wherever possible people will be supported to remain at home. In addition, an integrated service supporting those transitioning from Children and Family Services to Adults and Communities will maximise independence.

Meet Need

16. The Strategy aims to meet people's needs whilst assisting them to increase their independence, providing just enough support to prevent higher levels of need through timely, cost-effective service provision, ensuring that support adapts to fluctuating needs. The focus will be towards cost-effective solutions to meet individual outcomes. All services will be expected to help people maximise independence over time and fully utilise informal and community support, reducing long term dependence on inappropriate or unnecessary levels of care and support. Cost effective accommodation options, including Extra Care Housing and Supported Living, will be developed further.

Market Position Statement (MPS)

17. The MPS is a review of the capacity, demand and supply of the Leicestershire adult social care market. The MPS provides a statement of the current position and includes a number of key messages for providers to ensure that clear guidance is communicated to all sectors about the Council's intentions and the future direction of adult social care.
18. The key messages include our focus on working with providers to:
 - Promote self-reliance and facilitate access to community provision;
 - Measure, monitor and understand the impact of support;
 - Achieve value for money through the delivery of outcomes;
 - Deliver sustainable, cost effective and person-centred approaches to support.
19. Further MPSs will be developed which will provide more detailed reports for specific market segments, for example accommodation based support and community based support. They will be developed alongside providers to ensure there is an accurate assessment of market risks, opportunities and gaps requiring further market development activity.

Consultation/Patient and Public Involvement

20. Initial proposals were based upon the outcomes of previous consultation, workshops and engagement with other stakeholders, leading to a draft Adult Social Care Strategy which was the subject of formal public consultation (21 September 2015–20 November 2015).
21. The range of stakeholders involved in consultation and engagement opportunities included social care providers, service users and carers, Council staff, partners from Health, District Councils and other public services, representatives of parish councils and community groups, and interested members of the public. A total of 722 people were involved in meetings, workshops or one-to-one discussions.
22. 321 people completed consultation questionnaires, and there was a high level of support for both the principles (83%) and the model (74%). The other key themes that emerged:-
 - Concern about over-reliance on communities, and how communities can be supported and sustained;
 - Achieving the right balance between price and quality;
 - The importance of effective communication;
 - The key role of information and advice;
 - The improvements required in Adult Social Care internal processes to ensure a prompt and efficient response.
23. The Adult Social Care Strategy and the Commissioning Intentions were reviewed in light of the responses, both from meetings/workshops and the written questionnaires, in order to reflect the views of respondents.

Activity to Support Delivery of the New Model

24. The Adults and Communities Department will continue to engage with its customers, providers and partners to inform all areas of social care delivery, including the development of consistent, transparent and simple processes. It will ensure all commissioned services provide good value, and help people to progressively improve. It will take an outcomes-based approach to better understand the impact that services have on those accessing them.
25. Performance will be managed to ensure quality provision through the ongoing monitoring of costs, demand and effectiveness of provision, as well as ensuring people are supported to keep themselves safe.
26. Implementation will take place over the full four-year term of the Adult Social Care Strategy, complemented by an Action Plan and annual Departmental Business Plans which set the objectives that need to be met in that year. The Action Plan will be overseen by the Departmental Transformation Delivery Board.
27. The 2016-17 Business Plan is in the process of being drafted and will set out intentions for the recommissioning of Home Care Services (Help to Live At Home), Community Life Choices and Supported Living frameworks during the first year of the Strategy implementation.
28. The Director of Adults and Communities will continue to develop a comprehensive workforce strategy for both the internal and external social care workforce.

Timetable for Decisions

29. Implementation of both the Adult Social Care Strategy and the associated Commissioning Intentions will take place over the full four-year term and underpinning activities as detailed in this report will provide foundations for the Strategy to be enacted and embedded. For each year of the Strategy term the annual departmental business plan will set the objectives to be met and progress will be reported through the publication of the Adults and Communities Department's 'Local Account' on the County Council's website.

Resource Implications

30. Resource implications are being addressed through the Departmental Transformation Delivery Board.

Background Papers

- 6 May 2014 - Report to the Cabinet County Council Strategic Plan and Transformation Programme - <http://ow.ly/ZwQ17>
- 19 September 2014 - Report to the Cabinet Outcome of the Consultation on the Strategic Review of Preventative Services in Leicestershire - <http://ow.ly/ZwQ7y>
- 13 October 2014 - Report to the Cabinet "Communities Strategy" - <http://ow.ly/ZwQcd>
- 14 January 2015 – Report to the Cabinet "Better care Together – Leicester, Leicestershire and Rutland Five Year Strategic Plan" - <http://ow.ly/ZwQgl>

- 6 February 2015 - Report to the Cabinet “Medium Term Financial Strategy 2015/16 - 2018/19” - <http://ow.ly/ZwQl0>
- 6 February 2015 - Report to the Cabinet “Commissioning and Procurement Strategy” - <http://ow.ly/ZwQxF>
- 11 September 2015 – Report to Cabinet: Draft Adult Social Care Strategy 2016-2020 - <http://ow.ly/ZwQHj>
- 3 November 2015 – Report to Adults and Communities Overview and Scrutiny Committee - Draft Adult Social Care Strategy 2016-2020 - <http://ow.ly/ZwQO0>
- 12 January 2016 - Report to the Cabinet - “Medium Term Financial Strategy 2016/17 to 2019/20” - <http://ow.ly/ZwQVa>
- 5 February 2016 – Report to the Cabinet – “Adult Social Care Strategy 2016-2020” - <http://ow.ly/ZwR2E>

Circulation under the Local Issues Alert Procedure

31. The report affects all areas of Leicestershire and its citizens, including out of county placements.

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List of Appendices

- Appendix A - The Adult Social Care Strategy 2016-20
- Appendix B - The Adult Social Care Commissioning Intentions 2016-2020
- Appendix C - The Market Position Statement 2016

Relevant Impact Assessments

Equality and Human Rights Implications

32. An Equalities and Human Rights Impact Assessment (EHRIA) was conducted and the subsequent action plan approved by the Adult and Communities Departmental Equalities Group in January 2016.
33. There will be subsequent EHRIAs conducted in relation to specific service areas and projects as these emerge from the action plan.