

Cabinet Member for Adults and Health	Ref No: AH18 (18/19)
March 2019	Key Decision: Yes
Vision and Strategy for Adult Social Care	Part 1
Report by Executive Director Children, Adults, Families, Health and Education and Director of Adults' Services.	Electoral Division(s): All
<p>Summary</p> <p>In May 2018 a Local Government Association (LGA) Peer Challenge of Adult Services, highlighted significant areas of development to ensure West Sussex County Council achieved Care Act compliant, sustainable adult services. The feedback included a recommendation for a clear vision and strategy. Consultation on a draft vision and strategy ran from 15th November 2018 until 14th December 2018. Whilst this was a fairly tight consultation period there was a reasonable response rate and level of feedback received. Following consultation the vision and strategy has been updated.</p> <p>This report summarises the key features of the vision and strategy for adults in West Sussex who have care and support needs to be able to live healthy and independent lives. It is proposed this ambition is supported by:</p> <ul style="list-style-type: none"> • Supporting all adults with care and support needs to become more independent • Supporting people at an early stage, meeting with them in community locations closer to where they live • Supporting family and friend carers, including young carers; • Working together with NHS colleagues to streamline our services, reduce duplication and move towards bringing health and social care services together; and • Give people as much choice and control as possible over how their support needs are met. <p>Feedback from consultation has shaped the final vision and strategy document (appendix one) and additional questions and comments raised through consultation have been addressed within the body of the report.</p> <p>Implementation of the vision and strategy will be developed using a co-production approach with a range of stakeholders including people who use services, their families and carers, other statutory and voluntary sector partners and staff from within the Council. An adults' services improvement programme is in place which will support the delivery of the vision and strategy outcomes.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <p>The vision and strategy supports the West Sussex priorities of independence for later life.</p>	

Financial Impact

There is no direct financial impact to the vision and strategy, and improvements in demand management are already forecast in the budget.

Recommendations

- (1) It is recommended that the Cabinet Member approves the vision and strategy for adult social care included at appendix one of this report.

Proposal

1. Background and Context

- 1.1 On the 15th November 2018, following a presentation at the Health and Social Care Select Committee (HASC) the Council launched a public consultation on the draft vision and strategy for adult social care. Consultation ran until the 14th December 2018. Whilst this was a fairly tight consultation period there was a reasonable response rate and level of feedback received.
 - 223 responses were received to the online questionnaire however no responses were received to the online accessible version of the vision and strategy (appendix two) and overall the response rate from individuals who use services was only 2%.
 - The vision and strategy was also considered by teams using the "team talk" methodology, that is individual teams discussed the document in detail. This feedback largely mirrored the on-line consultation responses potentially reflecting a strong staff influence across both surveys.
 - Direct written feedback was also received from key strategic partners including Sussex Partnership Trust and Healthwatch and detailed telephone feedback was received from one customer on behalf of both himself and an adult son.
 - Feedback was provided by HASC on the vision and strategy.
- 1.2 In summary the vision and strategy was well received however there were a variety of queries regarding the detail of the implementation and a level of scepticism around the motivation for the vision and strategy as a cost saving exercise. These comments have been reflected within this report and will be considered as part of the implementation elements of the vision and strategy.

2. Proposal Details (The vision and strategy)

- 2.1 We are committed to supporting adults who have social care needs to be as independent as possible throughout their lives. We want West Sussex to continue to be a great place to grow older in, where all adults with care and support needs, as well as their families and carers feel included.

- 2.2 We need to make sure that we work in a way that fits with how people choose to live their lives. The vision and strategy sets out how we will work together with people who need social care support, their family and friend carers, and our partners. The aim is to achieve our vision for **adults in West Sussex who have care and support needs to live healthy and independent lives.**
- 2.3 To do this, we will:
- Help all adults with care and support needs become more independent
 - Give people support at an early stage, meeting with them in community locations closer to where they live;
 - Support family and friend carers, including young carers;
 - Work together with NHS colleagues to streamline our services, reduce duplication and move towards bringing health and social care services together; and
 - Give people as much choice and control as possible over how their support needs are met.
- 2.4 This is about using our resources effectively to deliver better outcomes for people who have care and support needs. Our vision and strategy supports the delivery of the 'Building the West Sussex health and care system' joint vision with the NHS and the Health and Wellbeing Board strategy, to make sure that our residents 'start well, live well and age well.'

Delivery of the vision and strategy

- 2.5 The vision and strategy has a strong focus on co-production. This will be supported by the development of a "working together" forum made up of stakeholders including people with care and support needs, carers and health, social care and voluntary sector professionals from across the local health and social care system. Initial work has started and this group will be developed and will play a pivotal role in ensuring that the vision and strategy delivery embraces a genuine co-production approach.
- 2.6 An adult social care improvement programme has been established and will be in place until October 2021. The improvement programme will oversee the major internal service changes that are required to deliver the vision and strategy; however this programme also has an external focus and will work in conjunction with the "working together" forum to achieve these outcomes.

Factors taken into account

3. Consultation

- 3.1. 223 individuals responded to the on-line consultation. Responses were received from a diverse range of people. The response received from people identifying themselves as people currently in receipt of services was low (2%). However 45% of people responding were members of public so could feasibly include people in receipt of services or people with care and support needs not in receipt of services. 42% of respondents worked for West Sussex County Council.

- 3.2 The feedback on each of the areas of the vision and strategy demonstrated broad overall support however a number of themes were flagged during consultation. Consultation feedback has been taken into account in the final version of the vision and strategy document. These comments on content mainly focused on a requirement for more detail regarding plans for implementation and delivery of the outcomes. However the vision and strategy is intentionally high level. The detail of the delivery will be co-produced with people who use services and their families and key representatives from communities, NHS and other Council partners, providers from the private voluntary sector and front line staff.
- 3.3 Concerns were also noted in all forums that the vision and strategy document was a cost cutting exercise, linked to this feedback were concerns that community support and prevention services were under resourced to provide the capacity to deliver the vision and strategy. Both of these concerns will be addressed through the co-production approach but are also covered in the finance section of the report.
- 3.4 There was some confusion over the message regarding residential care. There were comments that a decrease in residential care could cause a bottle neck in other parts of the system, queries about whether people already placed in residential care would be asked to move and comments to the effect that citizens had the right to make use of care services they had paid into. However the reference to residential care being the exception rather than the norm has not changed in the final vision and strategy for the following reasons:
- The use of residential care in West Sussex is high with 52% of individuals in receipt of Council funded care being placed in a care home.
 - Residential care by its very nature restricts an individual's independence and liberty and compromises safety. All major legislative and policy initiatives focus on supporting people within their local communities.
 - The Council has only 30% of the market share for residential care. This is unlikely to change due to the self-funder market. Control over quality and price of the market is challenging and there is a need to develop alternative options to support more adults with care and support needs to remain within their own homes regardless of who funds the care
- 3.5 A full breakdown of the consultation feedback can be seen at appendix two.

4. Financial Implications

- 4.1. The County Council has made a long term sustainable commitment to adult social care despite funding reductions nationally. At £195m the Adults and Health budget is the County Council's largest. Currently it accounts for 37% of total net expenditure, having risen continuously since 2015/16 when it was 32%.

- 4.2. Continued increased costs are not sustainable and for some time the County Council has recognised that changes need to be made in the delivery of adult social care to achieve the twin goals of improving care outcomes and, as a knock-on effect, delivering better value for money
- 4.3. Consequently although the approval of the vision and strategy does not carry any direct financial implications in itself, delivery of the aims on which it is based will require the Council both to reconfigure the way that existing resources are utilised and to identify additional investment to provide pace, momentum and capacity to this agenda. Funding to support this has been allocated in the spending plan for the Improved Better Care Fund based on the following priorities:
 - Developing the Carers offer.
 - Increasing the use of technology to support individuals to remain in their own homes.
 - Maximising the effectiveness of adaptations and equipment.
 - Additional capacity to support the delivery of the improvement programme, the roll out of community led support and develop a targeted focus on hospital to home initiatives.

5. Legal Implications

- 5.1. The vision and strategy reflects the Council's duties under the Care Act 2014.

6. Risk Assessment Implications and Mitigations

- 6.1. There is a risk that the vision and strategy will be seen as a paper exercise and not a vehicle for delivering a sustainable, Care Act compliant adult social care service. This will be mitigated through a targeted launch of the vision and strategy and ownership at member and officer levels. The vision and strategy will also be supported by a "working together" group which will be formed of stakeholders, users of services, carers and Council officers.
- 6.2. Under the Care Act there is a statutory duty for integration of Health and Social Care. Progress in this area has been limited and there is a risk that this will not be achieved in West Sussex. This can be mitigated by a programme of activity that collaborates with NHS partners and supports the development of a place-based plan.
- 6.3. Adult Social Care budgets have been well supported by the Council, despite pressures, however there is a risk that increasing pressures on budgets combined with significant demographic growth will mean that the capacity to support this change is reduced. This will be mitigated through tight monitoring of outcomes and tracking of the associated financial impacts to demonstrate the benefits of the 'invest to save' nature of this work.

7. Other Options Considered (and reasons for not proposing)

- 7.1. A requirement for a clear vision and strategy was a recommendation of the May 2018 Peer Challenge this is necessary to ensure that there is a shared view regarding the direction of travel. This was a theme that was also flagged up in the corporate review in relation to the Council's position. Given this no other options have been proposed.

8. Equality and Human Rights Assessment

- 8.1. The improvement programme will have a disproportionate impact on older people and working age adults with care and support needs as these customers are the main users of adult social care, but this should be a positive impact rather than a negative one as the move will be to more individualised and personalised provision of services on a local basis. An equality impact report has been completed for the vision and strategy and this can be seen at appendix three. Equality assessments will remain a live process and equality impact reports updated as required.

9. Social Value and Sustainability Assessment

- 9.1. Implementation of the Vision and Strategy is through a community led support model. This will build on the natural strengths that exist within communities and seek to build on these. This has the potential to add significant social value in relation to:
- The focus on place – will provide opportunities to reduce travel and improve efficiencies in relation to use of buildings, provision of care locally, etc.
 - The move towards a strengths and assets-based approach - will promote wellbeing and independence as well as enable adult social care to achieve cost efficiencies to support demographic pressures within the county.
 - The focus on carers will support individuals with caring roles and help maintain family and informal relationships.
 - The reduction in use of residential and nursing care and move towards outcome-based commissioning will enable people to have more choice and control over services .

10. Crime and Disorder Reduction Assessment

- 10.1. The vision and strategy is not expected to have an impact on crime and disorder within West Sussex

Report Authors

Kim Curry
Executive Director Children, Adults,
Families, Health and Education.

Paul McKay
Director of Adults' Services

Contact Officer: Sarah Farragher, Head of Adult Services Improvement Programme Tel: 0330 222 8403

Appendices

- Appendix one: Vision & Strategy for Adult Social Care
- Appendix two: online survey analysis
- Appendix three: Equality Impact Report