
Health and Adult Social Care Scrutiny Committee

13 January 2021

Adults and Health - Service Planning Overview

Report by Keith Hinkley, Executive Director of Adults and Health (DASS)

Electoral division(s): N/A

Summary

The purpose of this agenda item is for Members to consider a set of different but linked areas of business. It includes a chance to reflect on the work of the Adult Social Care service throughout the Covid-19 pandemic and what has changed. It also covers what is planned as key areas of development and improvement as well as saving plans, all in the context of the Council's Reset Plan and current and future financial challenges.

Key areas for discussion include, proposed key performance indicators (KPIs) for the Adults and Health part of the Reset Plan; areas to be explored relating to Adults and Health portfolio budget savings, including scrutiny; reflections from the Covid-19 pandemic to include work with the care and domiciliary care market in West Sussex and planned areas for service improvement and for integrated working with the NHS.

Resources in relation to the West Sussex Reset Plan and Adults and Health, are included in Appendix 1 to this report. This includes the proposed requirement to make strategic savings, which are set out below, and achieve additional efficiency savings as part of business as usual.

Focus for Scrutiny

Areas to consider are:

1. In relation to the key performance indicators developed as part of the West Sussex Reset Plan:
 - Do the proposed KPIs sufficiently reflect the service priorities and enable Members to measure service performance?
 - How will Members ensure they can use performance information to recognise issues or areas of concern in a timely manner?
 - Do they meet the principles identified for effective performance management (see paragraph 1.2)?
 - What support do you as scrutiny members need to assist you in scrutinising the outcomes of the Reset Plan?
2. To identify any factors that the Committee recommends should be included as part of any consultation process undertaken in relation to Adults and

- Health budget savings, to ensure the impact of the proposals on residents and stakeholders is sufficiently captured.
3. What has worked well and less well throughout the Covid-19 pandemic and what learning can be taken forward, to include the County Council's work with the care and domiciliary care market (Appendix 5).
 4. The proposed milestones and timetable for the development of an Adults and Health Plan 2021/22 to ensure that the Committee can influence developments as they progress (paragraphs 1.12-13).
 5. To confirm what further scrutiny the Committee would wish to undertake in relation to Adults and Health budget savings proposals as they are developed, as well as any other work planned for areas of improvement.

Proposal

1 Background and context

West Sussex Reset Plan

- 1.1 The latest version of the West Sussex Reset Plan was presented to County Council in December 2020 for approval. The Plan has been developed through engagement with officers and partners building on the framework approved by County Council in July. The views and additional ideas of all Members were sought at a session on 12 November 2020 and have been included within the latest version of the Plan.
- 1.2 The Performance and Finance Scrutiny Committee in December 2020 was asked to consider the expectations and principles which should drive scrutiny of corporate performance and how scrutiny committees can be supported in that task and in their contribution to setting performance measures. The committee recommended some over-arching principles to be followed; that KPIs needed to be SMART (specific, measurable, achievable, realistic, timely), include value for money type indicators to link to financial management, allow benchmarking information for comparison with key statistical neighbours and trend analysis to track progress.
- 1.3 During January each of the service scrutiny committees will focus attention on the priorities and outcomes specific to their area of council business and consider how scrutiny of performance may best be achieved in order to inform the proposals for KPIs. These measures will be included in the final plan which will be presented alongside the budget for approval at County Council in February 2021, with details at Appendices 2 and 3. This Committee may of course seek additional performance information to cover a broader range of measures relating to areas of business it may focus on, which could be considered in the context of the Adults and Health Plan for 2021/22. The attached KPIs are to be included in the corporate plan and so should give a broad indication of performance rather than anything more detailed the Committee may draw upon from time to time. Members should note paragraph 1.13 below.

West Sussex County Council Budget – Proposed savings within the Adults and Health portfolio

- 1.4 At its meeting on 24 November 2020, the Cabinet agreed to progress a number of savings proposals for further consideration, which included the following that fall within the Adults and Health cabinet portfolio:
- Review of in-house residential services
 - Review of Shaw day services
 - Review of lifelong day services
 - Public Health Grant: Social care support contracts and reduction in wellbeing programme
- 1.5 Attached at Appendix 4 is further detail about each area of savings. As each of the proposed savings requires a significant change to the support provided by West Sussex County Council there will be a need to undertake a consultation exercise and complete an equality impact assessment. The intention is that the consultation process will take place over 12 weeks and give all of those affected by the potential changes and broader stakeholders an opportunity to give their views. These will then be collated for consideration by Cabinet before final decisions are made about the savings proposals. The outcome of the consultation will also help inform the equality impact assessment which again will be considered by Cabinet as part of the decision-making process.
- 1.6 The Committee may wish to consider forming a Scrutiny Task and Finish Group between publication of the Cabinet papers and the Cabinet meeting to consider the final proposals following consultation and completion of the equality impact assessment. This would enable the views of the Committee to be taken into account by Cabinet when the savings proposals are being considered.
- 1.7 In addition to the strategic savings proposed Adults and Health will continue the development of re-ablement services, Technology Enabled Care Services and alternatives to residential or nursing care, for example, extra care housing, supported living and the Shared Lives Scheme. This will help maximise the independence of people needing Council support and therefore reduce the costs of ongoing care and achieve business as usual efficiencies. As more detailed proposals emerge there will be opportunities for scrutiny.

Reflections from the Covid-19 pandemic to include work with the care and domiciliary care market in West Sussex

- 1.8 The Covid-19 pandemic has been the most significant challenge faced by NHS, Public Health and social care. The rapid response by all agencies to the challenges has seen the development of new ways of working and learning that will have an ongoing impact on Adults and Health and its partnerships. Details are set out at Appendix 5, covering the following key elements:
- Support to those who are homeless
 - Support to the care market
 - Financial support to the care market

- Hospital Discharge and Combined Placement Sourcing Team Building capacity to meet demand
- Services to adults
- Flexible workforce
- Mental Health
- Working with partners

1.9 The development of new ways of working and learning from the Covid-19 pandemic response will be integrated into the Adults and Health Plan for 2021/22.

Planned areas for Adult Social Care improvement and integrated working with health partners.

1.10 The Committee will be aware of the Local Government Association (LGA) Peer Review in 2018 and the Adults and Health response. Set out in Appendix 6 is an update on progress which covers:

- LGA Peer Review outcome
- Adults and Health Development Plan, including demand management
- Housing and Accommodation, including extra care Market shaping, development and relationships
- Mental Health Services
- Improving Hospital Flow
- Practice and Quality
- Lifelong Services
- Business Infrastructure Development

1.11 There is ongoing work in all the areas highlighted and it is again the intention that the next steps for the department are integrated into the Adults and Health Plan for 2021/22.

1.12 The department will develop an Adults and Health Plan for 2021/ 22 within the framework established by the West Sussex Reset Plan. The Adults and Health Plan will incorporate the priorities, objectives and KPIs set for the department by the West Sussex Reset Plan. Further detail will be included on the specific work to be undertaken by Adults and Health, including:

- Demand management and effective use of resources
- Quality and Practice
- Whole system working and outcomes
- Development of new services in line with Council priorities
- KPIs reflecting the work to be undertaken and outcomes planned
- Work during 2021/22 to review agreed areas of the departments work to help form proposals for the 2022/23 plan and beyond

1.13 The Committee may wish to reflect on the KPIs it views as important so that these can be considered by Adults and Health as the Plan is being drawn together. In coming to a view it is important to note that KPIs that can be benchmarked against other local authorities, through the Adult Social Care Outcomes Framework and South East Association Directors of Adult Social Services Performance Framework, would enable the Committee to form a

view about the Council's relative performance. For information, Appendix 7 has details of these performance measures.

1.14 The Committee will be aware that the NHS is consulting on proposals to re-organise. There is a local commitment from partners to use the opportunities presented by the further development of Integrated Care Systems and a West Sussex based Integrated Care Partnership, alongside joint commissioning arrangements, to develop an integration plan for West Sussex that identifies:

- Shared vision and objectives for integrated health and social care
- Priorities and plans for 2021/22 and beyond that deliver improved outcomes for West Sussex residents
- Review of pooled and aligned budget arrangements
- An agreed approach to shared governance, that takes full account of local democratic accountability

1.15 Given the current challenges of managing the Covid-19 pandemic it is planned to take the outcome of this work to the June meeting of the Health and Wellbeing Board. The Committee may wish to consider receiving a report on this work prior to the presentation of joint proposals to the Health and Wellbeing Board.

2 Consultation, engagement and advice

2.1 The report identifies areas where the Committee may wish to agree views that it wishes taken into consideration as the West Sussex Reset Plan, Adults and Health KPIs, savings consultations and development of the Adults and Health Plan are taken forward.

3 Details

3.1 As this is an overview report for the Health and Adult Social Care Scrutiny Committee the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments will be addressed as part of the overall Reset Plan, or individual key decisions reports and within individual projects and work streams.

Keith Hinkley

Executive Director of Adults and Health (DASS)

Contact Officer: Helena Cox, Senior Advisor, Democratic Services 0330 222 2533 helena.cox@westsussex.gov.uk

Appendices

Appendix 1 Adults and Health Medium Term Financial Plan

Appendix 2 Draft Reset Plan as at December 2020 – to follow

Appendix 3 KPIs specific to the committee's portfolio area of responsibility – to follow

Appendix 4 Adults and Health Strategic Savings 2021/22

Appendix 5 Learning from managing the Covid-19 pandemic

Appendix 6 Adults and Health progress

Appendix 7 Adults and Health KPIs (additional to reset plan KPIs) - to follow

Background papers - None