

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>12 JULY 2012</b>
<b>TITLE OF REPORT:</b>	<b>STRATEGIC DELIVERY PLAN FOR TRANSFORMING ADULT SERVICES 2012-2015</b>
<b>PORTFOLIO AREA:</b>	<b>HEALTH AND WELLBEING</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide.

### **Purpose**

To provide the Cabinet with the final draft of the Strategic Delivery Plan for Transforming Adult Services 2012-2015.

### **Key Decision**

This is not a Key Decision.

### **Recommendation**

**THAT: the Strategic Delivery Plan, as a working document to be used by the Council, other agencies and partners to deliver the necessary transformation for adult services, be approved.**

### **Key Points Summary**

- All Councils and Health communities are facing significant challenges due to reducing budgets and increasing demographics.
- In Herefordshire we want people to live fulfilling lives with control over what is important to them. Most people can, and should, be helped and supported by their family, friends and local community. People should only need to access formal health and social care services when they are assessed as needing them.
- There is a need to have systems and services which are sustainable and offer value for money. This is a national as well as local issue and the strategic delivery plan sets out a transformation programme over three years.
- Members, partners, providers and staff have highlighted that a single plan covering services for adults would be helpful in focusing action and enabling a coordinated approach.
- The Strategic Delivery plan harnesses the activity required to produce significant change to transform services and will incorporate any recommendations from the Root and Branch review of Older People and Vulnerable Adults.

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Further information on the subject of this report is available from Jo Davidson,  
Director of People's Services on (01432) 260039

- Various Council services, NHS Herefordshire colleagues, Herefordshire Clinical Commissioning Group, Wye Valley NHS Trust and 2gether Foundation Trust have been involved in the development of this draft.

## Alternative Options

- 1 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include supporting the vulnerable. The process also includes fundamentally challenging what the council does and the way that it does it to ensure appropriate use of public funding and quality of service.
- 2 Continuing to provide the same level and type of services in Herefordshire is not an option given the changing expectations of the people of Herefordshire, their families and carers, the changing national agenda, expectations of providers and the serious budgetary issues the Council and health economies face. The delivery plan provides a step change to transform the way in which people are supported to live independently, where people cannot live at home this also sets out developments to secure good quality arrangements. Alternative options would be to reduce some activity and increase other activity, but this will be informed by the root and branch reviews.

## Reasons for Recommendations

- 3 This draft Strategic Delivery and Transformation Plan impacts on the way in which services for adults will be delivered and funded in the future and requires a whole council response to deliver with partner organisations and residents of Herefordshire. It is not a plan that focuses solely on the activities for adult social care. The delivery of the plan is a key aspect of the council's corporate plan and contributes to achieving a number of outcomes across the whole of the plan.

## Introduction and Background

- 4 The Strategic Delivery Plan for Transforming Adult Services has been developed to take account of national policy direction, the demographic profile of Herefordshire and build on the vision and principles of encouraging people to take responsibility for their own lives and only when necessary access formal health and social care services. It provides a single document setting out the overall approach for adults over the next three years and contributes to the Joint Delivery Plan, the strategic aims of the council and its partners, and is a key part of achieving a balanced budget position.
  - a. The approach has been to consider what needs to take place to impact on key areas of people's lives. e.g. My Care Closer to Home
  - b. The plan gives a clear direction for staff, stakeholders and citizens of what we are intending to achieve and the actions that are required to deliver. It has also been developed to enable a range of services and stakeholders to play their part in delivery. It is not solely an adults social care or people's services commissioning approach, but contains contributions from public health, housing, planning, health and others. This will be developed through the life of the delivery plan.

- c. All the actions outlined in this Plan are important in terms of transforming adult services. The Health and Wellbeing Board has, however, placed a particular emphasis on transforming services for older people. Actions that will specifically contribute towards this priority are flagged - ↻
- d. The delivery cards for each section are an essential aspect of the plan in providing clarity on the lead for each activity, being transparent about the funding required to deliver and the savings associated with particular activities. The plan does not include detailed action plans for each activity. These sit with the partners and officers designated to deliver each piece of work, and will be developed as priorities and activities change over time.
- e. The delivery cards continue to be developed and the detail of the delivery plans will continue to be amended during the life time of the plan.
- f. This is the first version of the Strategic Delivery plan and, while various Council services and NHS Herefordshire colleagues have been involved in the development, there will be wider engagement activity to inform future versions.
- g. A refinement already under consideration is about emphasising the roles of communities and localities in delivery in line with the vision for adults.

## **Key Considerations**

- 5 Councils nationally are facing significant challenge in respect of demographic increases and reducing budgets.
- 6 Continuing to deliver the same services in the same way to greater numbers of people is not sustainable. There is a need to transform services, make sure services are commissioned and delivered to maximum effect, and where appropriate decommission services.
- 7 Services for adults in Herefordshire are not the sole domain of adult social care and there is a need for a cross council approach, which includes partner agencies, to address all levels of need. The links with communities, partners, the health economy and services are critical to the effective transformation of service in Herefordshire and to achieving appropriate uses of funding.
- 8 There is also a need to be clear and transparent in informing citizens' expectations.
- 9 The government will shortly publish a white paper covering adult social care and this will necessarily require re-assessment of the plan and appropriate changes.

## **Community Impact**

- 10 The Service Delivery Plan focuses on what people and communities can do to support themselves and each other and highlights specific pieces of work to enable people to live as close to home as possible.

## **Equality and Human Rights**

- 11 Any changes to the way in which services are delivered e.g. the end of a contract, will be assessed through an equality impact assessment which considers the affect on service users and the provider. The results of these will be carefully considered alongside

statutory requirements, priorities and the resources available.

## **Financial Implications**

- 12 The Delivery Plan is shaped to delivery high quality, value for money services. The delivery cards outline the areas where the development of services and different ways of working will realise cost savings and also cost avoidance by making different arrangements which are more cost effective than current arrangements. Across the system there are significant budget pressures, particularly for health and social care budgets (which accounts for 35% of the council's budget) which need to be addressed through the fundamental transformation of services. The Delivery Plan establishes what will be done to address this.

## **Legal Implications**

- 13 The delivery plan supports the carrying out of statutory duties and responsibilities.

## **Risk Management**

- 14 Herefordshire's Health and Wellbeing Board has decided services for adults are a priority area. An Adults Forum is being established, chaired by the Director of People and involving senior representatives of partners to oversee the delivery of this plan. The lead member for health and wellbeing will produce an annual report for Herefordshire Council detailing the progress against the plan.

## **Consultees**

- 15 NHS Herefordshire, Herefordshire Public Services, Herefordshire Clinical Commissioning Group, Wye Valley NHS Trust and 2gether Foundation Trust, the Health and Wellbeing Board, the QIPP Board have been involved in the development of the plan. The vision and guiding principles have been made available for comment at provider forums and via the council's internet site for consultation. Once approved as a working document this will be shared and developed further with provider organisations, the third sector and user groups.

## **Appendices**

- 16 Strategic Delivery Plan for Transforming Adult Services 2012 -2015.

## **Background Papers**

- None identified.