

<b>MEETING</b>	<b>HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>12 APRIL 2013</b>
<b>TITLE OF REPORT:</b>	<b>HEREFORDSHIRE COUNCIL ADULT SOCIAL CARE BUSINESS CHANGE AND SAVINGS PLANS PROGRESS REPORT AND HEALTH AND WELL BEING SYSTEM WIDE TRANSFORMATION PLANS</b>
<b>REPORT BY:</b>	<b>ASSISTANT DIRECTOR: PEOPLE'S SERVICES COMMISSIONING ADULTS</b>

**Classification:** Open

### **Wards Affected**

County-wide

### **Purpose**

To report on the intention of the Health and Well Being Board to establish a system wide Transformation Board to oversee an integrated approach to health and social care commissioning and savings plans over the next 3 years. (Appendix1). To review the People's Services (Adults) Budget Report which outlines the savings, risks and programme approach to delivery for 2013/14 (Appendix 2).

To endorse the 'Plan on a Page' for 2013/14 and 2013/16 which places much greater emphasis on communities; preventative interventions; promoting and maintaining well-being and consequently deferring and preventing the need for more expensive, acute and intensive health and social care interventions (Appendix 3 ).

### **Recommendation**

**THAT the Committee notes:**

- a) **the development as part of Health and Well Being Board governance structures a system wide approach to integrated commissioning**
- b) **Adult Social Care 13/14 savings and transformation plans and the governance structure to monitor delivery.**

### **Key Points Summary**

- Herefordshire Council Adult Social Care services have a significant transformation and savings agenda to deliver in the short and medium term. This requires a structured programme management methodology to ensure that change is managed effectively, benefits are realised and timescales and resources are aligned.

- Change management and project management control, with a specific focus on deliverables for 13/14 as set out in appendix 3, will be achieved through the Business Change Programme (BCP) and will go live at the beginning of April. This will ensure a robust governance structure for projects agreed by the Directorate Leadership Team. The outcomes will be: change that benefits service users, carers and the wider community; service improvements and savings.
- The council like many other local authorities faces increasing demand for adult social care services, at the same time as central government funding is decreasing. The council's approach is to significant savings and shift the focus to prevention and early intervention to effectively manage demand and improve outcomes so more people can live independently for as long as possible. Priority in future service delivery will focus on helping people recover, recuperate, and rehabilitate so they are able to live as independently as possible.
- However key to achieving this fundamental shift in approach, is a whole system and integrated approach to commissioning that includes statutory partners such as the NHS and housing, but also creating a new relationship with communities, voluntary sector partners and individuals themselves to take responsibility for their own health. The key areas of pressure for adult social care in Herefordshire specifically are
  - Demographic pressures are resulting in increased demand from older people who have substantial and critical needs, therefore eligible for adult social care support. Recent changes to the Fairer Charging policy help manage this demand as people who are assessed as needing to make a contribution towards their care are choosing alternative ways of meeting their needs. In addition, children reaching adulthood with very complex needs requiring high cost care packages often known as 'transition' cases are increasing in number and will continue to do so over the next few years.
  - Previous years have delivered savings within adult social care, for example through better contracting, applying eligibility, and managing down the costs of providers. The introduction of some prevention schemes on a limited basis such as a Handy Person scheme have also made a contribution. However, to deliver further savings a more radical approach is required that relies also on a system wide transformation programme with key partners. This will need to focus on large scale prevention and early intervention.
  - This more transformational change includes managing the demand for formal social care intervention: helping people who may be at risk of needing health and social care support to remain independent for as long as possible; building the capacity of communities to support people in new ways; prioritising the development of services that support people's recovery after an accident or episode of ill-health (including reablement, intermediate care, crisis response and telecare); ensuring that personalisation works for those with on-going needs so they are able to plan and direct their own support and have a choice of cost effective solutions.
  - These approaches need to be underpinned by an effective provision of services through an outcome based approach to assessment, commissioning and measurement of success;
  - Partnership working, particularly with the NHS; integrated care pathways and joint commissioning plans will need to make the best use of resources; maximise financial savings and improve outcomes for communities;
  - Co-production of solutions with service providers, community groups and people who use services is essential;
  - Fundamental change to behaviours and new ways of working are more important than changing structures. The energy, commitment and professional skills of staff employed across the sector needs to be harnessed to find new and better ways of meeting individuals' needs.

- The development of more appropriate performance indicators, bench-marking and a more robust evidence base to achieve a better sector-wide understanding of what works is a pressing need.
- The Health and Well Being Board has acknowledged the need for a system wide approach and has proposed that it takes forward a transformation programme that brings together an integrated approach to commissioning. The programme, will align and map the interdependencies between all of the different stakeholders activities. Using the joint strategic needs assessment, it will identify where a collaborative approach will enhance transformation and the shift will promote health and well-being through effective development of universal services, a clear focus and business case for prevention services. A coherent message to local communities, families and individuals about how to look after and protect optimal health and well being will also be part of the approach.

## **Alternative Options**

- 1.1 No alternatives are proposed.

## **Reasons for Recommendations**

- 2.1 To enable scrutiny to review and comment upon the strategic direction for transformation and the programme to deliver savings in 2013/14.

## **Introduction and Background**

- 3.1 Please see attached reports for further information.

## **Key Considerations**

- 4.1 Please see attached report for further information

## **Community Impact**

- 5.1 The Transformation of Adults Services forms part of the council's approach contained in the Corporate Plan, and in the Health and Wellbeing Strategy. Community impact is assessed as part of the delivery of schemes wherever appropriate.

## **Equality and Human Rights**

- 6.1 The public authority duty will be considered in the implementation of each scheme, and has also been considered as part of the formulation of the Strategic Delivery Plan for Transforming Adults Services.

## **Financial Implications**

- 7.1 These are set out in the attached report (Appendix 2).

## **Legal Implications**

- 8.1 Steps taken which have the effect of reducing availability of services to clients; reducing payments to providers or increasing charges to clients is vulnerable to legal challenge in relation to both the decision making process or the reasonableness of the decisions

themselves. Whereas legal challenge cannot be ruled out care has been taken to comply with all legal requirements to minimise the likelihood of a successful challenge.

- 8.2 From reading the Key Points Summary it appears likely that some procurement will take place. The services under discussion will fall within Part B of the EU procurement regime which gives more latitude in terms of procedures to be followed. Nonetheless there remain obligations around the principles of Equal Treatment, Transparency, Proportionality and Non-discrimination. These can be met by following the Council's Contract Procedure Rules in any procurement required by the strategy.

## **Risk Management**

- 9.1 Risks associated with this area of work are significant in terms of service delivery, safeguarding and ensuring the council meets its statutory responsibilities effectively. There are risks to the wider council if the budget savings are not achieved in year. The Director for People's Services is actively managing the delivery programme in close consultation with the rest of Leadership Team, the Chief Finance Officer, and Lead Member for Health and Wellbeing.

## **Consultees**

- 10.1 Initial discussions with partners, customers and staff indicate support for the strategic direction of travel.

## **Appendices**

- 11.1 System Wide Transformation Report (Appendix1).  
11.2 People's Services Budget Report (Appendix 2)  
11.3 Plan on a Page 2013/14 and 2013/16 (Appendix 3)

## **Background Papers**

- 12.1 None identified.