

**HERTFORDSHIRE COUNTY COUNCIL**

**CABINET**

**MONDAY 19 MARCH 2018 2.00PM**

**15 YEARS: FUTURE DIRECTION & STRATEGIC DIRECTION FOR ADULT SOCIAL CARE IN HERTFORDSHIRE**

*Report of the Director of Adult Care Services*

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**1. Purpose of report**

1.1 To outline the long term direction statement for Adult Social Care (“the Fifteen Year Direction”), as detailed in Appendix A of the report.

**2. Summary**

2.1 The Adult Care & Health Cabinet Panel agreed a consultation document on the ‘Fifteen Year Direction’ for Adult Social Care at its meeting on 18 October 2017.

2.2 The Fifteen Year Direction sets an over-arching ambition for the future to meet these challenges, and guide the development and transformation of adult care services into the long term.

2.3 The Fifteen Year Direction sets a future course of travel for adult social care which will increasingly see the service:

- involved in supporting significantly more people than at present, with a role less focussed on direct service provision and more on the infrastructure that supports people to remain well and independent.
- Continue the evolution towards a role of provider of information and advice, commissioner, regulator and emergency safety net.

2.4 The Fifteen Year Direction has been consulted upon and the themes emerging from this are discussed in section 4 below, along with how these have been reflected in the final proposed plan.

2.5 The high level of uncertainty in the adult social care external environment is something the Adult Care & Health Cabinet Panel has commented upon

previously. The Government is preparing a Green Paper on Older People’s social care which is anticipated in the summer; and is also considering future arrangements for social care for people of working age. These are particular milestones which will make a re-visit of the Fifteen Year Direction important.

### 3. Recommendation

3.1 The Adult Care & Health Cabinet Panel considered a report on this item of business at its meeting on 6 March 2018. The Panel recommended that Cabinet agree the Fifteen Year Direction for Adult Care Services as outlined in Appendix A, attached to the report.

### 4. Consultation exercise

4.1 The consultation on the Fifteen Year Direction has comprised:

- Presentation and feedback exercise at Co-Production Board;
- Circulation to partners and stakeholders and invitation to comment;
- Publication on the council website and intranet;
- Presentation and workshop session with Adult Care Services managers;
- Presentation sessions with Hertfordshire Carers Organisations Network and Learning Disability Forum;
- Discussion with Clinical Commissioning Groups.

4.2 The themes arising from the consultation and commentary on these are set out in the tables below, according to the Strategic Areas of the Fifteen Year Direction. The detailed activity that is proposed in these areas is noted after each table. The final version of the Fifteen Year Direction has been reviewed to ensure these themes are appropriately reflected.

#### 4.2.1 Strategic Area 1: Information and Advice

*Communicating well, and providing good information and advice to enable and support people to look after themselves and each other, getting help at the right time as their needs change.*

<b>Theme</b>
Consideration of whether there should be a bespoke specialist advice service for example; retirement planning, advice for families who are caring at a distance, legal, caring.
Enabling other council services and partners (e.g. libraries and voluntary and community sector providers) and care providers to provide information and advice.
Joining up our information and advice offer across local government and health.
Ensuring that information sources are up to date and relevant and available on a round the clock basis.
How the professional and carer workforce are supported to be able to offer information and advice.

<b>Theme</b>
Ensuring suitable emphasis on the role of advocates.
Observing accessible information standards.
Encouraging personal responsibility for preparation for ageing and family involvement.

#### 4.2.2 Response

As well as reflecting these comments within the 15 Year Direction, these suggestions will be reviewed within work to develop Adult Care Services new Information and Advice Strategy. They will also inform initial thinking about the future shape of the Social Care Access Service and feed into the Hertfordshire and West Essex Sustainability and Transformation Partnership ('the STP') discussions on access routes for health and social care.

In relation to the Assistive Technology strategy and the promotion of digital solutions for meeting care and support needs, services will be designed in consultation with carers and piloted in order to assess impacts.

#### 4.2.3 Strategic Area 2: Community Connections

<i>Recognising that we depend on each other and we need to build supportive relationships and strong and resilient communities. <b>Theme</b></i>
Working with partners and provider organisations so that they also support and contribute to this vision and approaches are joined up.
Using data and information to identify individuals that can be supported in a preventative way.
Supporting carers and families to continue in times of crisis.
Setting our strategy for carers within all of this and supporting innovation.
Clarifying how we want to work with communities; how might the hub approach be taken forward and make our day offer more attractive, what would such a strategy look like in different communities.
Supporting care workforce in delivering this approach, at both professional and practitioner level.
Our responsibility to engage people with alternative types of support.
Developing preventative approaches; e.g. strategies for connecting people that overcome loneliness and isolation and help people feel safe and secure, timely interventions that prevent deterioration.
Putting service users in charge; offering peer group support, devolving funding, co-producing.
Using volunteers and working with voluntary organisations to help support this agenda.

#### 4.2.4 Response

Connected Lives is Hertfordshire's whole service approach to community practice, personalised enablement and new models of commissioning and is to be implemented during the spring of 2018. Work to review the Carers Strategy is to begin, and a new Workforce Strategy is scheduled to be considered at the Adult Care and Health Panel during April 2018. A review of crisis response arrangements will be undertaken with a view to ensuring the Council's offer for people and carers confronted by crisis situations is robust and supportive.

Hertfordshire's Co-production Board helps the department work alongside people who use care services, and their carers to help shape services and enable and facilitate people in having control. The Co-production Board has agreed a number of co-production principles to guide work in this area.

The year 2017 saw Hertfordshire County Council lead a 'Year of Volunteering' including raising awareness of opportunities to improve the health and wellbeing of residents and to prevent isolation and mental health problems. We help support and work to facilitate a thriving voluntary sector in Hertfordshire.

#### 4.2.5 Strategic Area 3: Valuing Independence

*Services that prevent future need, help people get back on track after illness and support disabled people to be independent, living purposeful lives with all of the freedoms and opportunities offered by society.*

<b>Theme</b>
The plan should set out intentions to influence the development of community based intermediate care to access appropriate therapy and enabling approaches.
Employment should be promoted across all ages and care groups; working to create job opportunities.
The importance of attracting and retaining people to work in the care industry.
Working with providers so that they offer enabling care which helps people progress towards independence.

#### 4.2.6 Response

Adult Care Services is working with the Clinical Commissioning Groups and as part of the Strategic Transformation Partnership to call for increased investment for intermediate and community based care. Within the service we are developing enabling approaches building on the successful Enablement Occupational Therapy pilot and the Specialist Care at Home Service.

A new workforce strategy will take forward work to promote caring as an attractive employment opportunity. 'Commissioning for Outcomes' approaches will embed a model of care which focuses on enablement and on progression towards independence.

#### 4.2.7 Strategic Area 4: Caring Well

*Developing services that are personalised, of good quality, address people's wellbeing and keep them safe and resilient. Services will be joined-up around an individual's needs and those of their carers. Personal budgets are central to this approach.*

<b>Theme</b>
A stronger commitment should be given to working to develop personal budgets and joined up care planning working with health on this where appropriate.
Opportunities to develop solutions that work within particular geographical areas / localities, rather than a one size fits all approach e.g. the offer in rural areas.
What is the offer outside of the main care groups and how are these to be supported.
Acknowledging and accepting people's right to take risks in making their own decisions.
There should be a stronger / more explicit emphasis on value for money and on recognising the need to decommission services.
Developing the Personal Assistant market.

#### 4.2.8 Response

The Fifteen Year Direction is intended to be a strategy which is relevant to all the people who use care and support services.

The Council is participating in a project to develop Integrated Personal Commissioning which aims to give individuals with complex health and social care needs a single way of planning their care and support needs and a budget to pay for this. Work to review and refresh the Council's Direct Payments Strategy will encompass consideration of how the Council can support a vibrant Personal Assistant market.

#### 4.2.9 General comments

<b>Theme</b>
Understanding that the document was set within the current challenging funding context and that the uncertain climate might mean a need to change course
Ensuring the document reflects the aspirations for both older people and adults of working age
Emphasising the importance of co-production approaches
Ensuring the right terminology to describe people with care and support needs; using the definitions used by disabled people
Review to ensure plain English and avoid management speak

Clarify that 'Future Shots' are aspirations rather than things that are available in the here and now.

#### 4.2.10 Response

The document has been reviewed to take these points on board.

### **5. Next Steps**

- 5.1 A Three Year Plan for Adult Care Services has been developed and is due to be considered by the Adult Care & Health Cabinet Panel in April. The Three Year Plan is the delivery plan for the first period of the Fifteen Year Direction.
- 5.2 Monitoring and assurance arrangements are being established to track and report on progress.

### **6 Financial Implications**

- 6.1 There are no immediate financial implications in the Fifteen Year Direction but the general ethos of the plan is about the importance of developing an infrastructure that supports people to remain well and to re-balance provision away from intensive, dependence-inducing costlier forms of support. Any changes that are made in due course will be developed within the Integrated Plan framework.

### **7 Equality Implications**

- 7.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 7.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment produced by officers.
- 7.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

6.4 An Equality Impact Assessment has been developed and is attached at Appendix B.

**Background reports:**

Adult Care & Health Cabinet Panel 18 October 2017:

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/763/Committee/16/Default.aspx>