HERTFORDSHIRE COUNTY COUNCIL

RESOURCES, PROPERTY AND THE ECONOMY CABINET PANEL WEDNESDAY, 14 FEBRUARY 2018 AT 10:00AM

INVEST TO TRANSFORM PROPOSALS TO SUPPORT DELIVERY OF ADULT SOCIAL CARE INTEGRATED PLAN PROPOSALS

Report of the Director of Adult Care Services

Author:-   Helen Maneuf, Assistant Director Planning & Resources (Tel:01438 845502)

Executive Member:-   Colette Wyatt-Lowe – Adult Care and Health

1.   **Purpose of report**

1.1   To request that Panel recommends that Cabinet agrees an Invest to Transform Programme for Adult Care Services designed to support the delivery of Integrated Plan Proposals.

2.   **Summary**

2.1   Adult Care Services (ACS) has put forward proposals in the 2018/19 to 2021/22 Integrated Plan to deliver significant efficiencies and savings.

http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/733/Committee/16/Default.aspx

http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/658/Committee/8/Default.aspx

2.2   The ACS Integrated Plan (IP) strategies aim to deliver a department wide transformation. A new assessment methodology is rolling out across the service, which emphasises an enabling approach and support for independent living and ensures that financial resources are carefully deployed. New models of care and support for service users need to be developed and commissioned in response. Further strands of activity aim to secure a range of flexible accommodation for service users, maximise alternative sources of funding and develop technological solutions in line with people's expectations.

2.3   Delivery of these strategies can be secured and supported by time-limited investment in the necessary skills and capacity to design and deliver these new ways of working. The main element of the investment comprises the resources required to deliver this activity.

This will create the strategic capacity required to deliver the transformational change required; it is not possible to free up existing resource to do this given the scale of the task and the need for operational teams to focus on day to day activity.

2.4 The envisaged investment areas are:

- commissioning and care management capacity to design and implement new approaches to care and support focussing particularly on two IP strategic areas: accommodation for Older People, and new services for Adults with Disabilities;
- additional financial administration capacity to support income maximisation;
- introducing new Assistive Technologies to support change and the effective deployment of care capacity;
- project management and corporate resource such as finance and IT capacity to deliver and monitor the impact of change.

3. Recommendation

3.1 That Panel recommends that Cabinet agrees the proposed Invest to Transform Programme for Adult Care Services (detailed in Appendix A) designed to support delivery of Integrated Plan Proposals.

4. Background

4.1 In order to support the delivery of the four-year Integrated Plan Proposals for Adult Social Care a number of delivery programmes are in development and funding requirements for these have been identified. Appendix A describes these further. The areas are:

Commissioning Capacity: Older People's Accommodation

4.2 To secure the specialist capacity to:

- Establish the right care and delivery models for cost-effective older people's accommodation in Hertfordshire; including extra-care facilities (purpose built accommodation with on-site care presence) and additional nursing care

- Identify partners and sites, and develop business cases

- Deliver schemes and ensure their implementation and ongoing success.

4.3 This is in line with the Ten Year Supported Accommodation Strategy agreed by Cabinet in July 2017:

http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/516/Committee/8/Default.aspx

<u>Commissioning and Care Management Capacity: New Services for Adults with Disabilities</u>

4.4   To secure the savings relating to designing and developing a new day opportunities offer for younger adults; to provide a strategic approach to provider management and securing value for money on package costs; and, crucially, to provide the care management and review capacity necessary to operationalise the new models of service that are established by commissioning.

<u>Income Maximisation Opportunities</u>

4.5   To support delivery of the IP savings relating to income generation and to address the need to improve ways of working so that opportunities to generate income and recover debt are maximised whilst enhancing customer service to people who use services, carers and providers.

<u>Assistive Technology</u>

4.6   To deliver pilot projects for Assistive Technology in two areas:

Improved reablement services – enabling care and support networks to collaborate more effectively in real time support of person-centred, outcomes based reablement care supporting hospital discharge into community care

Improved care delivery and need escalation identification – using modern technology to work with care agencies to use technology to appropriately supplement care and support, helping to use care capacity flexibly and with greater efficiency.   Using technology to identify patterns which indicate escalating need, and intervening to prevent crisis.

4.7   In addition there are proposals for project management resource and for support from corporate functions such as finance and IT.

5. Financial Implications

5.1 The investment bids are summarised as follows:

ITT Proposals	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	Total £'000
Older People's Accommodation	219	489	490	129	1,327
LD Transformation	763	663	0	0	1,426
Income	253	225	53	53	584
Assistive Technology	346	188	100	0	634
Programme Management	396	396	135	0	927
	1,977	1,961	778	182	4,898

5.2 Anticipated efficiencies and savings directly supported by these investment proposals are:

Integrated Plan Proposals supported by ITT bids	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000
Older People's Accommodation	-1500	-3000	-4500	-6000
LD Transformation	-4500	-8800	-12100	-15100
Income	-2750	-3025	-3300	-3575
Assistive Technology	-750	-1500	-2250	-3000
	-9,500	-16,325	-22,150	-27,675

5.3 Over the four-year period the entire IP programme for ACS will deliver anticipated savings of the order of £42.9m.

6. Equalities Implications

6.1 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.

6.2 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.

6.3 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   Page 12 of Appendix A summarises the equalities considerations relating to these investment proposals which, as Integrated Plan themes, are encompassed within the full EQIA prepared for the IP which will be available at the following link:

http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/658/Committee/8/Default.aspx