

SHAPING OUR FUTURE – DRAFT STRATEGY FOR THE TRANSFORMATION OF ADULT SOCIAL CARE

To: Cabinet

Date: 24th November 2009

From: Executive Director: Community and Adult Services

Electoral division(s): All

Forward Plan ref: 2009/005

Key decision: Council Decision

Purpose: To report back to Cabinet on the outcome of the consultation “Shaping our Future” (overarching draft strategy for the Transformation of Adult Social Care), and related work to date and to seek approval to the final draft of the strategy as a policy framework document.

Recommendation: Cabinet is asked to:

- i) acknowledge the outcome of the consultation.**
- ii) Approve the proposal that the new multi-agency officer group takes forward the work on developing the action plan for implementation.**
- iii) To give in-principle approval to the draft Strategy for the Transformation of Adult Social Care, and to agree to the document being forwarded to full Council for its final approval as a policy framework document.**

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1. BACKGROUND

- 1.1 Cabinet (5 May 2009) supported the launch of a 12 week consultation relating to a draft overarching strategy designed to encourage all major partners in working together with the Council towards a consistent action plan to transform adult support services in line with the concordat "[Putting People First](#)", and the Local Authority Circular "[Transforming Adult Social Care](#)" (DH 2009 1). The draft strategy also took account of other strategic public documents (for example "Strong and Prosperous Communities") in order to demonstrate a commonality of strategic outcomes across public services, and the fundamental shifts required of them to achieve transformation of the way in which social care needs are met in Cambridgeshire.
- 1.2 Figure 1 encapsulates, in a summarised way, the outcomes sought and the sectors and services involved in transformation

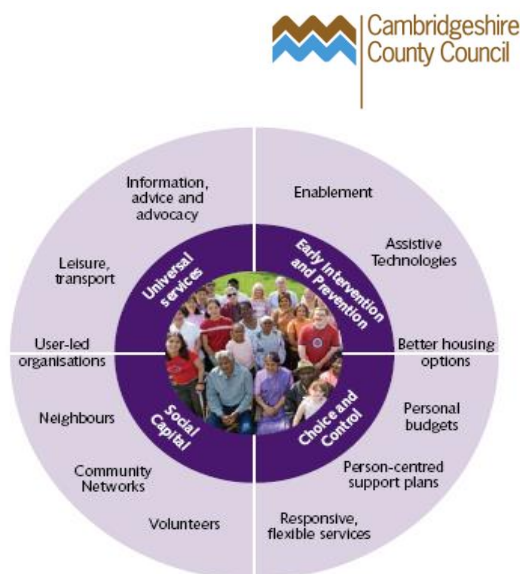
Fig 1

The Vision

Ultimately every locality should seek to have

..... 'single community based support system focused on the health and well being of the local population. Binding together local Government, primary care, community based health provision, public health, social care and the wider issues of housing, employment, benefits advice and education and training'.

Putting People First 2007



www.cambridgeshire.gov.uk

- 1.3 As was emphasised in the draft strategy: **“the scale and purpose of this ambition should not be underestimated”** and a **“huge cultural, transformational and transactional change in all parts of the system”** is required, **“not just in social care, but also for services across the whole of local government and the wider public sector”**. The Executive Summary from “Shaping our Future”, the draft Strategy for Transformation of Adult Social Care is attached at Appendix 1 and the full documentation can be found by [following this link](#) or by clicking on the following

<http://www.cambridgeshire.gov.uk/social/about/Transformation+Consultation.htm>

Additionally a full copy of the strategy has been made available separately for Cabinet Members and Group Leaders and additional copies made available in the Members Lounge and the Group offices.

2. Feedback from Consultation

2.1 In thinking through the implications of Putting People First and the subsequent Circular, a vision was proposed in the draft strategy of how public services might “look” in the year 2020. This was designed to make a break with the present situation, and help the reader to think more radically.

2.2 The consultation offered individuals and organisations an opportunity to respond, and responses from a mix of these were received.

2.3 The consultation methodology used was that agreed by Cabinet at its meeting in May 2009 namely -

- Notification of the consultation through existing networks
- Face to face discussions through existing meetings
- Specific focus groups where requested
- A short accessible consultation questionnaire available on-line (supported and analysed by our research team) and in hard copy

2.4 Total contact activity can be summarised as -

76 groups and organisations contacted:

7 District Councils and National Health Service (NHS) Partners
13 Learning Disabilities
11 Older People
10 Physical Disability and Sensory Services
18 Mental Health
12 Community Engagement
5 ‘Other’

2.5 A good spread of engagement was achieved within these communities of interest. Additionally, all the consultation material was available on the Council’s website, including easy read. The material was “layered” in such a way that interested parties could go deeper and deeper into detail, or stay with the executive summary.

2.6 The consultation ran from 2 July to 25 September.
Response to the consultation was fairly low, but with good response from statutory partners, and with over 500 “hits” on the relevant webpage.

2.7 A specific conference was held on 16 September for senior colleagues in the Districts, and National Health Service (NHS), as a way of providing more focused engagement and discussion, and to begin to build the foundation of the multi-agency officer group which will be tasked with taking the work

forward, reporting into the Community Wellbeing Partnership (see appendix 2).

- 2.8 The draft strategy was further discussed at the Community Wellbeing Partnership on 30 September, with a request that the item returns to the December meeting with the draft action plan.
- 2.9 Of the responses received, the majority were positive about the 2020 vision, believing that it is realistic and achievable, and that the elements of transformation are included within the vision. Examples are -

“We consider this fits very well with the emerging “Making Cambridgeshire Count” agenda” (District Council)

“We see the vision as pioneering, challenging and above all respectful of care needs.” (Large regional charity)

“If we can achieve this vision, I think we are creating some exciting opportunities for people in the future.” (individual response)

“The draft strategy is achievable but it requires a strong commitment from all partners to put the needs of the whole system beyond sectional interest....we would be pleased to see this Strategy at the heart of the Making Cambridgeshire Count work” (NHS)

- 2.10 Concerns centered around the clarity of definition of “transformation” and outcomes, and the need to generate a clear, specific, resourced and realistic action plan to support the strategy. The current economic climate was also of concern.

3 Finalising the draft Strategy for the Transformation of Adult Social Care

- 3.1 The feedback from the consultation period has confirmed local support for the vision and direction of travel set out in “Shaping *our* Future”, the draft Strategy for the Transformation of Adult Social Care in Cambridgeshire. Therefore, no material changes have been made to the Strategy.

4 Development of the Action Plan

- 4.1 To deliver the strategy it is essential that there is multi-agency commitment to the vision and the direction of travel. The new multi-agency officer group, reporting to the Community Wellbeing Partnership, is best placed to take this work forward. Key elements of the development of the action plan will be:
 - (i) The inclusion of actions to deliver the Older People (50 plus) Strategy – this strategy focuses strongly on prevention, which is a key element of “Shaping *our* Future”;
 - (ii) Work being developed through Making Cambridgeshire Count, which has already highlighted the importance of prevention and building

- social capital within our communities and neighbourhoods, which are two of the four building blocks in “Shaping *our* Future”.
- (iii) Consideration of the future financial challenges facing the public sector.

5. SIGNIFICANT IMPLICATIONS

These remain broadly as in May, and will be refined in the light of Making Cambridgeshire Count, and the work of the Community Wellbeing Partnership.

5.1 Resources and Performance

The depth and breadth of change necessary to successfully implement the personalisation agenda and achieve the associated outcomes means there are a range of significant implications. Due to the unprecedented scope of change however, it is not possible to currently identify all potentially significant implications, only to note that more will emerge as our knowledge expands through local and national experiential learning and we create the transformation action plan.

5.2 Financial implications

Resources are needed to support the implementation of the transformation of adult social care, to achieve greater efficiencies and better value for money in the longer term, by effectively preventing unnecessary dependency on public services.

- The 3 year Social Care Reform Grant is for revenue or capital expenditure incurred or to be incurred by local authorities in the financial years 2008/2009, 2009/2010 and 2010/ 2011 and is specifically for the range of process re-engineering, capability and capacity building activities required to redesign the entire system. It is being allocated against the project plan demands.

Cambridgeshire's Social Care Reform Grant £m		
2008/2009	2009/2010	2010/2011
0.788	1.863	2.323 (Indicative amount for planning purposes only)

5.3 Information and Communications Technology (ICT) implications

Identifying and starting to address the implications for information and communications technology (ICT) in supporting the delivery of Putting People First has begun in the work to implement Self-Directed Support. However, providing comprehensive and accessible information for the people of Cambridgeshire will play a key role in the prevention agenda and promote the use of universal services. ICT Colleagues are already supporting Adult

Support Services in the current work and together will need to scope out the future requirements for the County Council and local partners.

5.4 Human Resources implications

The Workforce Strategy that was presented to Cabinet on 5 May 2009 has been developed to respond to the national guidance and Cambridgeshire's own experiences. It will be a dynamic strategy that will continue to evolve to ensure that the appropriate skills and expertise that are required to deliver more personalised services are developed throughout the workforce.

There is already growing local experience about the impact of the personalisation agenda on the workforce, through the current introduction of Self-Directed Support in Adult Support Services; a vital strand of Transformation agreed by Cabinet in December 2008. Workforce competence and confidence has been building through a specific programme of development activities, including classroom learning, action learning sets, informal discussions and regular employee briefings. This activity extends into partner organisations (for example Cambridgeshire Community Services) and further into the Provider sectors. These activities have been extremely well received, with excellent feedback, and provide a strong foundation as Transformation work widens and deepens to reflect the draft Strategy.

5.5 Performance implications

Monitoring and managing outcomes rather than outputs has influenced the design of the new Social Care Performance Management Framework, as has the strength of importance attached to engaging users and involving them in the way we shape and deliver services. These two factors mean performance management and reporting must be based on a transparent process linked to measurable targets against which we will need to publicly account for our actions and hold service providers accountable as well. Work is underway to ensure that we have a robust system for capturing evidence of outcomes and is to be given additional support through the "in Control Total" Project.

5.6 Risk implications

This strategy is being developed under the direct management of the Executive Director of Community and Adult Services. The work will benefit from full corporate programme management support and reports into the Quality for Adults Programme Board, and the Wellbeing Thematic Partnership. The following are necessarily high level as more specific risk will only emerge as we progress through the agenda.

Risks	Controls
Professional rather than citizen led	Project structure has a formal "voice" for citizens ("in Control Total" Service User Reference Group)
End impact on citizens is no change or detrimental	Designing in management of performance and spend.

change	Use of controlled piloting of solutions.
Financial risk is not managed and leads to uncontrolled or increased spend	Designing in management of performance and spend. Use of controlled piloting of solutions.
Change is only partial, not “whole system” thereby failing to pick up and co-ordinate on all change required	Initial audit to establish all relevant programmes, projects and partners that have a role to play in delivering the vision. Broad project plan and membership of groups to ensure wide buy in. Regular reporting and communications to raise the profile of the transformation.
The market will not react or be able to react to meet the needs and aspirations of citizens raised	Early market communications and supplier feedback sessions will be undertaken
Impact on staff is not managed properly and sensitively leading to potential employee relations challenges	Continuous communication with staff, seeking feedback. Management buy-in and championing of changes
HR consultation periods will impact on the delivery timescales of the projects	Early identification of roles in the new operating model and matching of current to future roles, early in the project
Customer insight will change the requirements of the transformation	Manage policy development in line with customer insight results
That major transformation is not delivered within the timescale	Deployment of specialist Project Managers to co-ordinate, complementing our existing skills of innovation and social care/social policy expertise.

5.7 Statutory Requirements and Partnership Working

Putting People First stated that by March 2011 “significant progress is expected towards redesign and reshaping adult social care services”. These expectations were reinforced in LAC (2008 and 2009) (DH) 1, which reinforced the importance of engaging statutory partners, the voluntary sector and the community in delivering this agenda. The consultation has provided the starting point for engaging these key organisations.

5.8 Climate Change / Access and Inclusion

There are no significant implications.

5.9 Engagement and consultation

The subject of this report.

Source Documents	Location
<ol style="list-style-type: none"> 1. Policy – Self Directed Support. 16th December 2008 2. Putting People First December 2007 3. Transforming Adult Social Care January 2009 4. Cambridgeshire’s Carers Strategy 2008 – 2011 5. Commissioning Strategy for Learning Disabilities 2008 – 2011 presented to Cabinet 9th September 2008 6. Older Peoples Joint Commissioning Strategy 2008 -2011 presented to Cabinet 9th September 2008 7. Joint Commissioning Strategy for Adult Mental Health 2008 -2011 8. Joint Strategic Needs Assessment 9. Cambridgeshire Vision. Countywide Sustainable Community Strategy 2007 - 2021 10. Key national guidance used to inform this strategy is identified and summarised within the consultation documentation. 	<p>Transformation Team Room 211, Shire Hall, Cambridge</p>