

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing

To: Adult Social Care and Health Cabinet Committee – 11 October 2016

Subject: **YOUR LIFE, YOUR WELL - BEING – A VISION AND STRATEGY FOR ADULT SOCIAL CARE 2016 - 2021**

Classification: Unrestricted

Past Pathway of Paper: Adults Transformation Portfolio Board -24 August 2016
Social Care Health and Wellbeing DMT - 7 September 2016

Future Pathway of Paper: Kent Health and Wellbeing Board - 23 November 2016
Adults Transformation Portfolio Board - 23 November 2016
Social Care Health and Wellbeing DMT - 30 November 2016
Adult Social Care and Health Cabinet Committee - 6 December 2016
County Council - 8 December 2016

Electoral Division: All

Summary: This report sets out the development of a new vision and strategy for adult social care (Appendix 1). It has been developed at a time of renewed focus on health and social care integration, rising demand, increasing cost of care and support services, transformation and the delivery of KCC's Strategic Statement.

The draft Strategy has been subject to an assessment by the Plain English Campaign for clarity.

Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **CONSIDER** and **COMMENT ON** the draft Strategy.

1. Introduction

1.1 In 2012 the County Council endorsed the 'Blueprint and Preparation Plan' which laid the foundation for the transformation programme in adult social care and a great deal of work has been accomplished since that endorsement. This is in the light of significant reduction of funding to Local Authorities since 2010. The new 'Your life, your well-being – a vision and strategy for adult social care 2016 to 2021' attached as Appendix 1, strongly links with and supports Kent County Council's 'Strategic Statement' and the 'Commissioning Framework' outcomes and objectives. This new strategy

replaces the previous 'Active lives' strategy. An Easy Read version of the Strategy has also been produced and is attached as Appendix 2.

- 1.2 The new strategy is based on the Care Act 2014, as opposed to the post-war National Assistance Act legislation that it replaced. For the first time, there is a consolidated legislation governing adult social care. As Members of the Adult Social Care and Health Cabinet Committee will be aware, the Care Act has broadened Councils with adult social care responsibilities to promote the wellbeing of all adults with care and support needs living in their area. The new overarching strategy for adult social care sits between relevant council-wide strategies (as cited in paragraph 1.1 above) and other specific social care group strategies such as Learning Disability Joint Commissioning strategy, Strategy for Adults with Autism in Kent and Live Well Kent Principles for Mental Health.
- 1.3 Adult social care can be proud of what it has achieved to-date. However, we must continue to do more to promote people's resilience, ability to improve and maintain their health and wellbeing. This will help people to live independently, and cope well with deteriorating long-term conditions. The vision and strategy continues to put the person at the centre of what we do and is based on the fundamental idea that we focus on 'a life not a service'. This view is affirmed by the consistent feedback from service users and carers that some of the current models of support fit people into a narrow band of available services; whereas future support needs to be more seamless, better integrated and tailored to the person to enable them to achieve the outcomes that matter to them.
- 1.4 The adult social care response to the changing organisational, market and other external factors is to set out a new vision for adult social care which the 'Promoting wellbeing and independence' strategy is based on. This is a strategy that builds on our past successes but firmly points to the future in how we intend to work with our partners - people who use our services, carers, providers, voluntary sector, health services, schools and colleges, district councils and other public services - to meet the challenges that we face. This strategy sets out the overall direction that we intend to follow in the coming years, amidst the financial challenges and the ever increasing demand for services that we know is influenced by the changing demographic needs of the area.
- 1.5 The purpose of presenting this report during the consultation period (30 September 2016 to 4 November 2016) is to provide the Adult Social Care and Health Cabinet Committee with the opportunity to shape the final draft document. This strategy describes the vision and high-level strategy for adult social care over the next five years. It will be delivered through the next phase of the transformation programme that adult social care is already delivering, as well as through the 'business as usual' activities. Members of the Committee are asked to note that the detail of how the strategy will be delivered will be set out in an implementation plan which is being developed. The implementation plan will be reported to this Cabinet Committee in line with the agreed timescales.

2. Financial Implications

- 2.1 The financial implications associated with the implementation of the strategy are broadly contained in the Medium Term and Financial Plan 2016-19 and the specific allocation for the adult social care portion out of the Social Care, Health and Wellbeing Directorate budget.

3. KCC Strategic Statement Policy Framework

- 3.1 Two out of the three KCC Strategic Outcomes are key driving outcomes for the strategy. These are the strategic outcome

1. 'Older and vulnerable residents are safe and supported with choices to live independently', together with the following supporting outcomes:
 - Those with long-term conditions are supported to manage their conditions through access to good quality care and support
 - People with mental health issues and dementia are assessed and treated earlier and are supported to live well
 - More people receive quality care at home avoiding unnecessary admissions to hospital and care homes
 - The health and social care system works together to deliver high quality community services
 - Residents have greater choice and control over the health and social care services they receive
2. 'Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life, together with the following supporting outcome:
 - Physical and mental health is improved by supporting people to take responsibility for their own health and wellbeing.

4. Your life, your well-being – a vision and strategy for adult social care 2016 to 2021

- 4.1 The Vision of the service “is to help people to improve or maintain their wellbeing and to live as independently as possible”. The core purpose of adult social care is to support people who need help with daily living in order to live as independently as possible in the place of their choice. The care and support that adult social care commissions (arranges or provides) is based on needs assessments of adults (including carers and young people during transition) who are supported from the public purse or pay for their own services. Keeping people safe is an important part of the legal and moral obligations we strive to fulfil and it is priority that we take very seriously.
- 4.2 The strategy for adult social care over the next five years breaks down our approach into three themes, supported by four building blocks. The three themes cover the whole range of services provided for people with all kinds of social care and support needs and their carers throughout their adult lives.

4.2.1 The three themes are:

- (1) 'Promoting wellbeing' which is delivered through services which aim to prevent, delay or avoid people entering into formal social care or health systems, by enabling people to manage their own health and wellbeing;
- (2) 'Promoting Independence' which is about provision of short-term support that aims to prevent or delay people's entry to the formal care system, and provide the best long-term outcome for individuals. People will be empowered to have greater choice and control to lead healthier lives;
- (3) 'Supporting independence' which is delivered through services for people who need ongoing support and aim to maintain individual wellbeing and self-sufficiency, keep people safe and enable them to live in their own homes, stay connected to their communities and avoid unnecessary admissions to hospitals or care homes lives.

4.2.2 The four 'building blocks' of the vision and strategy as the key underpinning components are:

- 1 safeguarding
- 2 workforce
- 3 commissioning
- 4 integration/partnership

4.3 The strategy recognises the huge contribution that carers make to the lives of their relatives and friends. Ensuring those carers are supported in their role is a critically important part of this strategy, as supporting carers is the most effective way of achieving our overall vision – to enable people to improve or maintain their wellbeing and to live as independently as possible. The skills, knowledge and commitment of carers of people who need ongoing care will be respected and valued by the team of professionals involved in providing care.

4.4 In addition, the importance of successfully managing the transition to adulthood for those disabled young people receiving care and support is recognised within this strategy. To make the changes described in the strategy happen, adult social care will link with the 0-25 Portfolio Board's transformation initiatives which are focused on supporting every child and young person in Kent to achieve their potential. Getting things right should mean being able to help young people to be with their families, until such time that according to their development needs they are able to live independently.

4.5 As already indicated, the next phase of the transformation work will be the means for implementing the aspirations set out in the strategy. As a result the detail of how the strategy will be delivered will be set out in due course, in an implementation plan which is to be developed. It is important to note that the intention is to measure the progress being made using a number of the existing performance reporting mechanisms such as transformation update reports, business performance dashboard reports, and user surveys.

4.6 The goal is to ensure that our endeavours place adult social care in a position where it is able to demonstrate progress in closing the three strategic gaps described in the strategy –

- 1 Efficiency and finance
- 2 Quality of care
- 3 Outcomes and well-being

4.6.1 The three gaps should also be seen through the perspective of the organisational context, the provider context and the personal context.

5. Legal Implications

5.1 There are no legal implications associated with this report other than the general responsibilities for Adult Social Care which are defined in the Care Act.

6. Equality Implications

6.1 An equality impact assessment has been completed and is attached as Appendix 3.

7. Next Steps

7.1 The consultation process involves informing KCC Members and staff, partner organisations and other stakeholders. There will also be an online consultation open to everyone, and tailored messages to staff, service users and partners to encourage them to participate. The purpose of the engagement is to seek views from all interested parties (See Appendix 4 for the consultation questions).

7.2 The views expressed by consultees will be carefully considered and will inform any necessary changes that are agreed to be made to the strategy. A report together with the final draft strategy will be prepared for the Adult Social Care and Health Cabinet Committee at its meeting on 6 December 2016. The intention is that the strategy would be presented to County Council for endorsement on 8 December 2016 following which the Cabinet Member for Adult Social Care and Public Health will take the Decision to approve the vision.

8. Conclusions

8.1 KCC's adult social care has a long history of periodically setting out its high-level service objectives in strategic documents which then drive and influence how care and support are arranged or commissioned. This report has shown that the foundations for the transformation programme in Kent were laid in 2012 and, since then the legal and national policy framework have changed with greater focus on 'wellbeing' than previously.

8.2 The response of adult social care to the changing landscape is to outline a new vision and strategy for the service. It is based on the acceptance that in spite of the past accomplishments there is a need to reframe how adult social care will approach the future, working with key partners collectively in order to manage the challenges and deliver outcomes that will make a positive difference to people who use adult social care and their carers, staff and organisations.

8.3 The Adult Social Care and Health Cabinet Committee has the opportunity to shape the final draft document which will give confidence to the Cabinet that the Council's adult social care vision and five-year strategy had received the appropriate consideration.

9. Recommendation

9.1 Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **CONSIDER** and **COMMENT ON** the draft Strategy.

10. Background Documents

None

11. Contact details

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