

Building Community Capacity

Cabinet Committee
July 11th 2014

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Emma Hanson, Head of Commissioning
CMM 12th May 2014

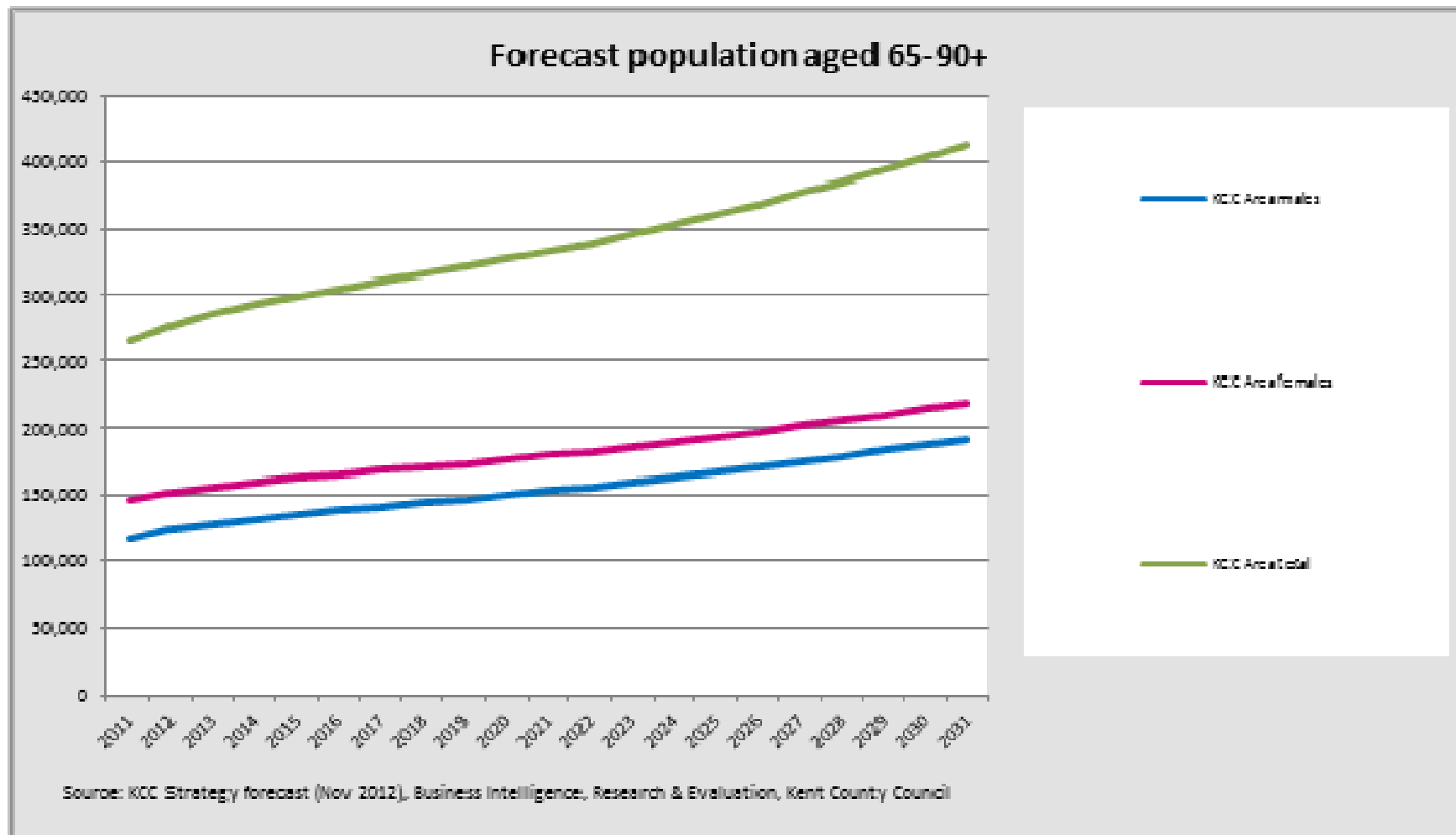


Challenge on an Unprecedented Scale

- Budget reductions are tougher than any seen before
- at the same time, demand for services continues to increase
- LGA, National Audit Office and Public Accounts Committee have stated that some councils will not survive

Delivering efficiencies will no not be sufficient to meet the challenge... it is the toughest test we have faced

Rising Demand – Kent Picture



Additional Social Issues

- Health inequalities and rise of multiple long term conditions
- Impact of Welfare Reforms
- Rising cost of living - fuel and water poverty
- Care Act requirements

Local authorities face choices

Public services, especially local authorities, face fundamental choices about how they respond to the current climate. These might be characterised as follows:

1 Managed decline

Reducing the scope and role of councils; public services retrenching to becoming providers of last resort; delivering only statutory provision; 'unfunded mandates'. Public services are no longer able to play a role shaping place and supporting livelihoods.

2 Redefining relationships

Between citizens, communities, and services; between different service providers and arms of government; and between businesses, voluntary sector organisations, government and community. This requires give and take on all sides. Demand management is a core part of this package.

To some extent, councils may combine elements of both the responses outlined here: cutting back on some service provision while also seeking to develop a new settlement between citizens and the state as part of a longer term strategy. But any successful strategy will have to have demand management at its core.

Strategic Aims

- Get the best possible outcomes within the resources we have available
- Develop a system that is both affordable and sustainable
- Improve outcomes for vulnerable people within Kent County Council
- Encourage growth and diversification of the provider and voluntary sector market

Transformation of Adult Social Care

- Optimise our internal systems and work practices
- Improve care pathways to ensure they are more accessible and efficient
- Improve commissioning and procurement practices, deliver - Homecare and Care Home re-lets

KCC to become a ***'Commissioning Authority'***

A Life not a Service !



Voluntary Sector Role in Transformation

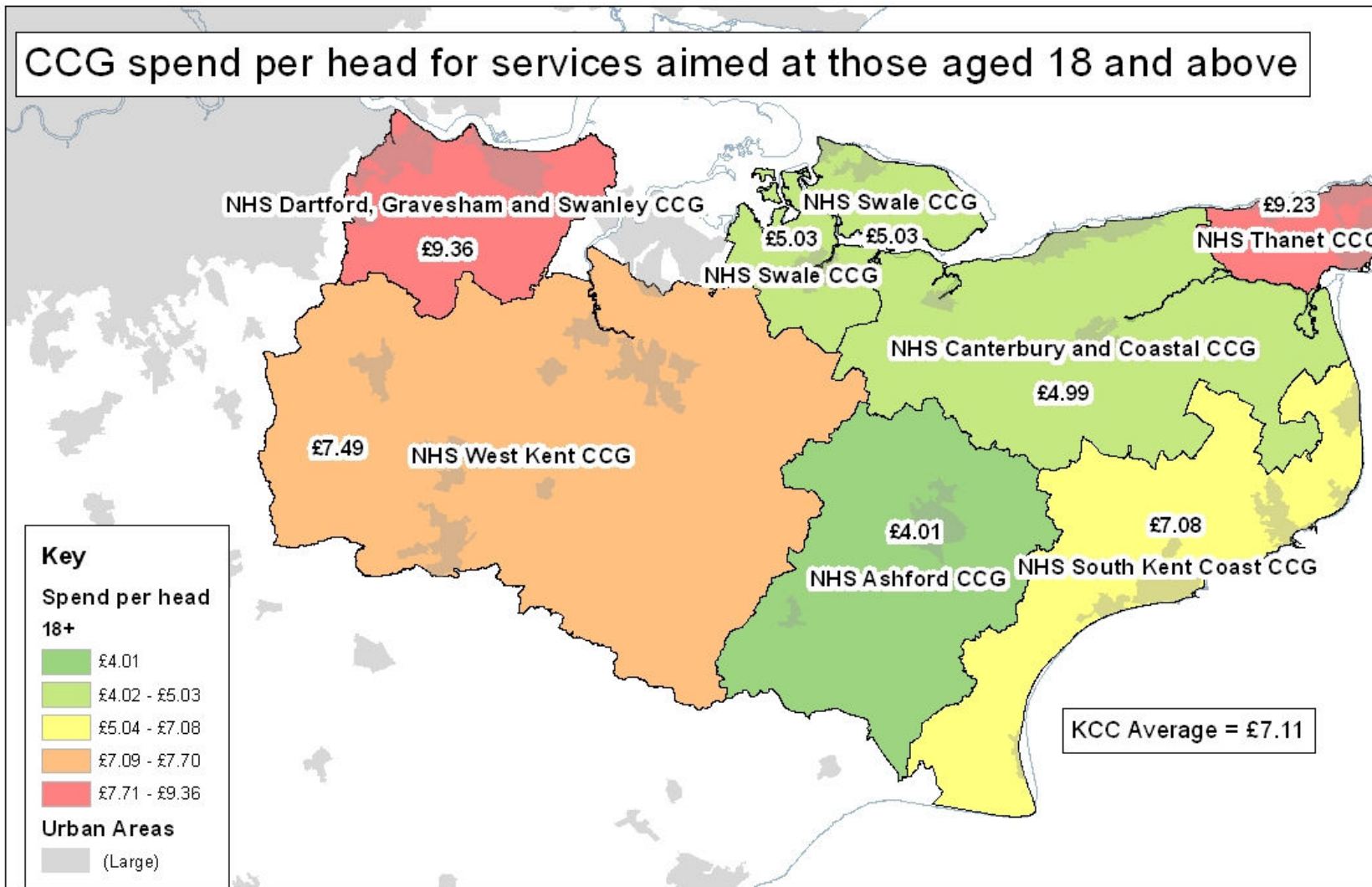
- Key partner in the transformation of adult social care
- Integral to building Community Capacity
- Ideally placed to deliver and respond to a local need, know their community
- Innovative responsive services
- Add social value

Community Capacity Building Programme

Where we are;

- £14m grants and £4m contracts in community based services
- Not fully aligned to KCC strategic outcomes/priorities
- Provided via a range of voluntary sector partners
- Historically grown different services in different areas, equals inequity of access and a postcode lottery
- Lack of performance management
- Services not consistently networked together

CCG spend per head for services aimed at those aged 18 and above



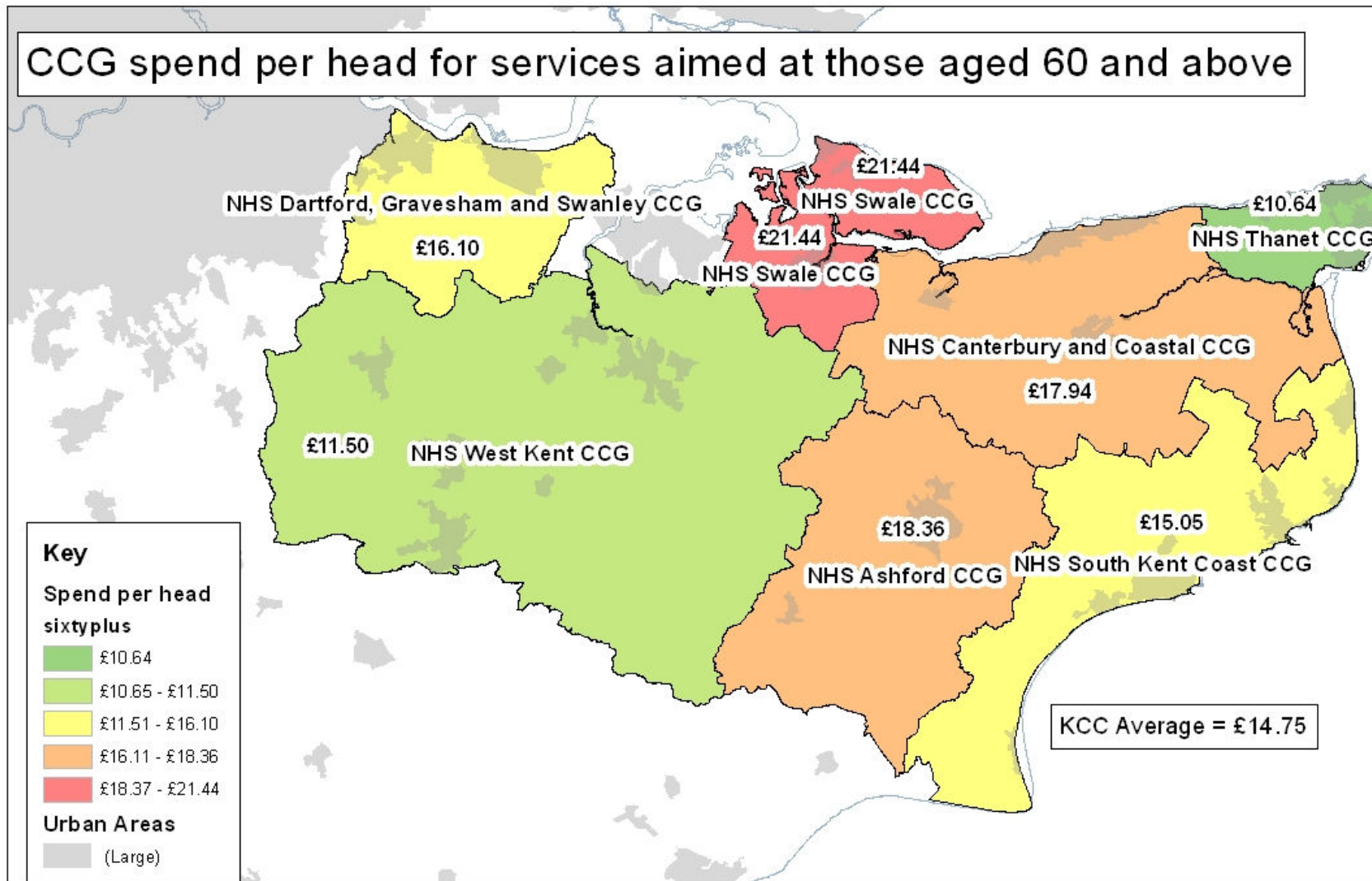
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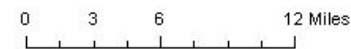


CCG spend per head for services aimed at those aged 60 and above

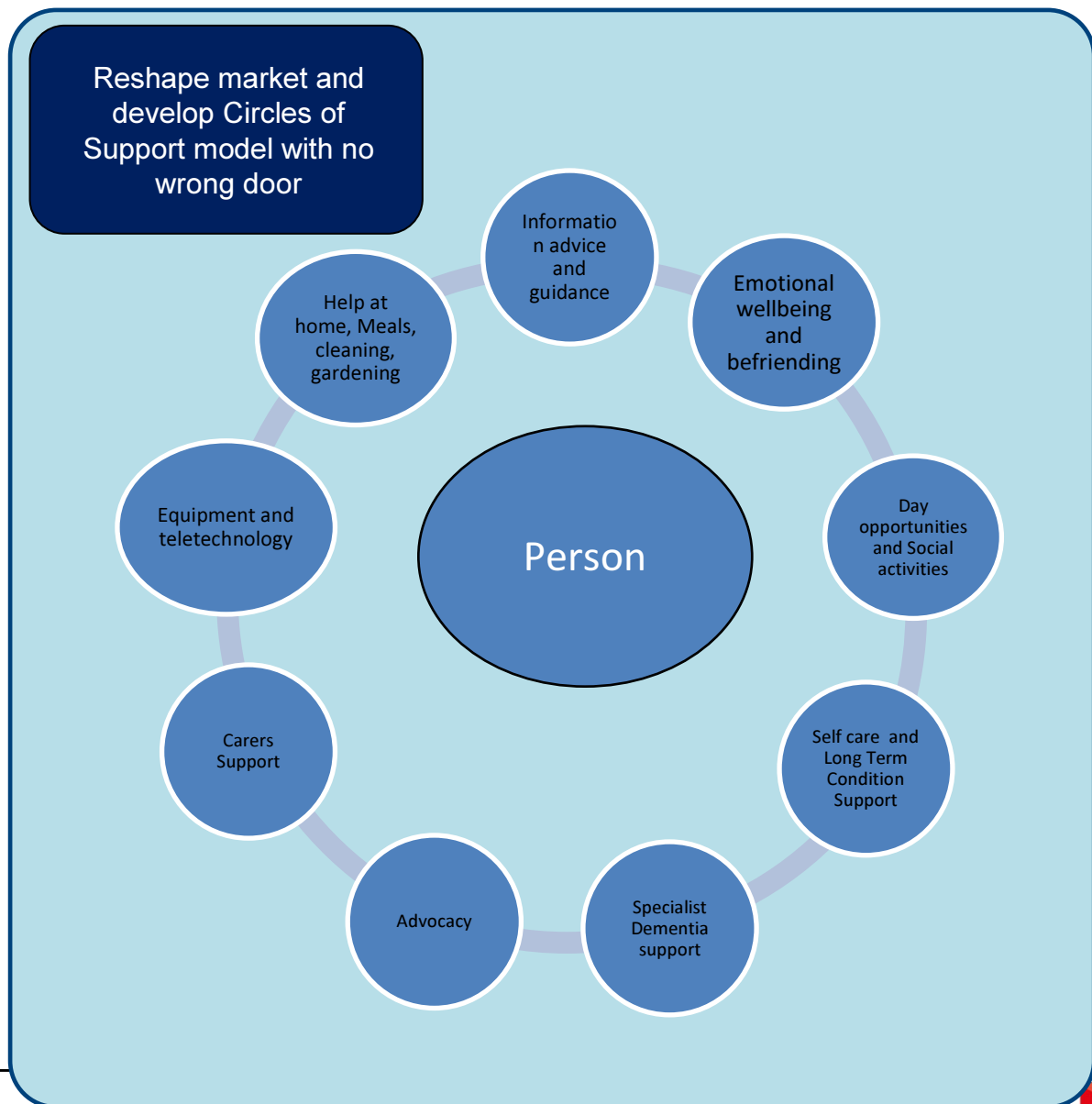
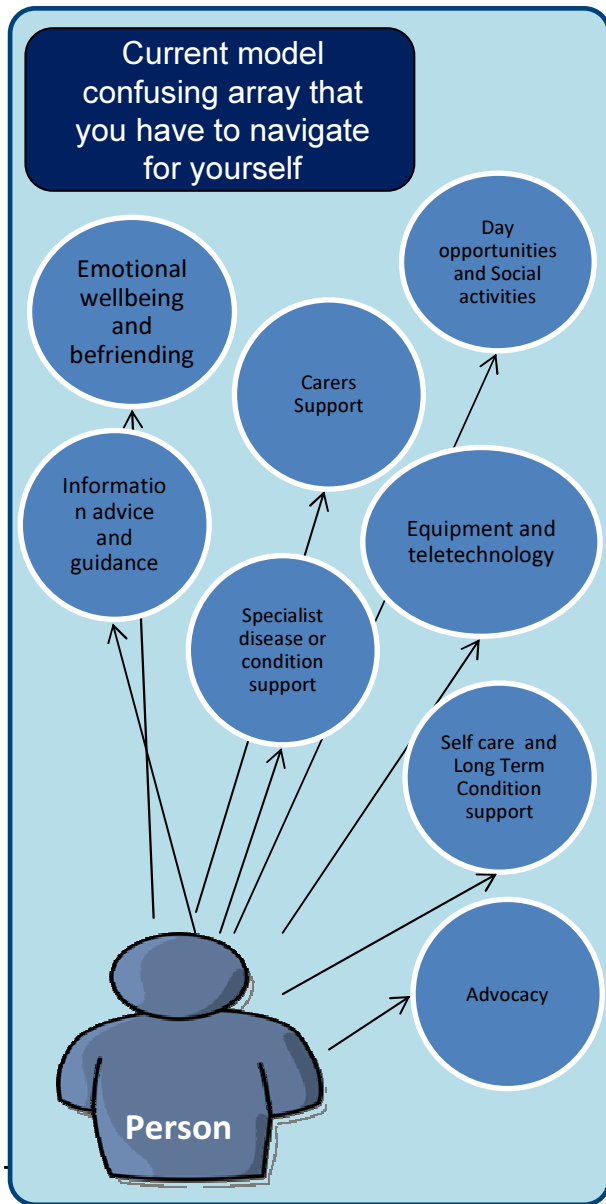


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The Vision - Person Centred Community Based Services



Community Capacity Building Programme

Where we need to be:

- Develop core offer or menu of services to support independence, wellbeing, self management and tackle social isolation
- Alternative support to assessed care packages that supports:
 - Demand management via service substitution and therefore cost avoidance
- built on community development principles and connectivity – ***a life not a service***
- Proportionate performance management, focus on outcomes
- Generic where possible specialist where proven necessary

Case Example

- Carers Assessment and Support, new outcome focused contract delivered via 4 vol sector partners
- Evened out historic spend with a funding allocation formula
- Ended years of grant funding 37 grants and 13 organisations
- Embedded culture of performance management, via intelligent and collaborative commissioning
- Know what we are getting and can evidence SROI
- Using outcome star to show impact on carers resilience and ability to care/cope
- Makes service more sustainable in tough times

Commissioning Approach

- **Outcomes:** shifting thinking and practice towards outcomes the positive change that results from an activity
- **Social value:** using methods such as Social Return on Investment to evaluate outcomes
- **Well-being:** capturing and using well-being evidence the 'Six Ways to Well-being' and Outcome star methodology
- **Prevention:** a systemic approach to pushing resources 'upstream' and understanding how prevention can be evidenced
- **Co-production:** developing skills and awareness to truly co-produce working in equal partnership, bringing in the expertise, time and skills of people who use and deliver services, and developing an assets based approach to support

Towards Excellence in Commissioning

- Every **pound** spent benefits our residents and is value for money for Kent taxpayers
- All our activity is focused on the delivery of our strategic **outcomes**
- All decisions taken, and services commissioned, are based on a strong **understanding of customer need**
- Every option considered for the delivery of services is done so on the basis of a full **understanding of true costs**
- **The strengths of the voluntary, community and private sectors in Kent are fully utilised**
- Tough decisions, including when to **decommission** services, are taken in an appropriate and timely manner.

Next Steps

- Continue to deliver programme one of transformation
- Programme two assessment and design with our efficiency partner July – August
- Develop business cases to support Mental Health and Older Person's core offers
- Engage, engage and engage – in order to co-produce model and required outcomes with wide range of stakeholders including those who don't currently use services
- Plan programme and prioritise and sequence projects