



Committee and Date
Council

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REPORT OF THE PORTFOLIO HOLDER FOR ADULTS

Portfolio Holder: Councillor Lee Chapman

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1. Introduction

- 1.1 This has been another extremely challenging but rewarding year as the Portfolio Holder for Adult Services. Building on last year, we have further embedded the legislative changes brought about by the Care Act and worked further to develop the community focus of the new operating model for Shropshire and strengthen our relationships with service users through the Making it Real Board.
- 1.2 As previously we have focused on managing our money, developing our staff and strengthening our relationships with partners.
- 1.3 We have continued to work with our health colleagues on the Better Care Fund (BCF) and also this year with both health and our neighboring local authority Telford and Wrekin on the Transforming Care Partnership for people with learning disabilities (TCP) and the Sustainability Transformation plan (STP).
- 1.4 In addition we continued our work in the following key areas:
 - Early intervention and wellbeing (preventive services)
 - Deprivation of Liberty Safeguards (DOLS)
 - IT system for care management
 - Housing Services
 - Integrated Community Services Development (ICS) and Delayed Transfers of Care (DETOC)
 - Working with Carers
 - Transformation of in house services
 - Supporting Refugees

2. Early Intervention and wellbeing (preventive services)

- 2.1 These services underpin our operating model and our approach through the BCF and STP in developing resilient communities. This approach of working much earlier with families, individuals and communities has focused on the strengths and capacity of individuals, their families and the local communities that they live in and contributes to reducing cost pressures within the service. This move has been welcomed by the VCS who continue to develop services that support vulnerable people in their local communities.

Over the previous 12 months our £4m expenditure with the Voluntary & Community Sector (VCS) on Early Intervention and Wellbeing Services has been the focus of much discussion with consideration given to removal of the budget which would result in these services ending.

I am however pleased to report that these services will continue throughout 2017/18 and that the focus of these services will continue to support vulnerable people in our local communities to reduce the need for higher cost paid support.

- 2.2 The last 12 months has also seen our social work operating model, continue to develop alongside the maturity and growth of People 2People (P2P), our adult social work service. I am pleased to report that over 75% of individuals who contact us through First Point of Contact (FPoC) continue to have their query or need met during the initial telephone conversation without any ongoing funded support requirement from the council. This has helped us to manage demand and direct our resources to where they are most needed.
- 2.3 Our Let's Talk Local hubs continue to develop. These community based hub sessions underpin our approach to early intervention and wellbeing. Wherever possible individuals are booked into these sessions from their initial contact with the Council and a range of information and advice is available including housing and benefits advice, information about assistive technology and services for carers. We have also introduced drop in sessions this year and looking forward we will be developing this option further during 2017/18. We have shared our practice and experiences with a number of other interested local authorities over the year who all consider this approach to be an innovative way of helping and supporting people to remain independent and in their own homes.
- 2.4 As a partnership Shropshire Council, People2People (P2P) and Making it Real (MiR) are working to change the nature of Adult Social Care Services in Shropshire. Transformation, personalisation, and resilience are at the heart of what we do and our vision for the future of Adult Social Care is to put people in the driving seat enabling them to decide how they want to live their lives.
- 2.5 Through Making it Real we believe that all social care services should be devised and enhanced with service user participation, giving shared opportunities to solve problems and design services.
- 2.6 This would not be possible without a commitment to placing local people at the heart of change through 'Making it Real'. There has been an incredible commitment to involvement and change from "experts through experience". These individuals have endorsed the responsibility of the MiR Board by ensuring that there is a co-production approach with people who use services and their carers.
- 2.7 It has taken time to establish the centrality of 'Making it Real' in Shropshire and the journey is by no means complete and it is only in the last year that Making it Real has started to exert its influence in a way that makes a tangible impact on the lives of individuals.
- 2.8 Looking forward our challenge is to make sure that the Making it Real Board and Advisory Groups continue to review areas of development and performance so that the Board can hold the Council to account and support and assist further progress toward personalisation and community based support.

3.0 Deprivation of Liberty Safeguards (DOLS)

- 3.1 Demand continues to grow on our Deprivation of Liberty Safeguards team function. Whilst we continue to manage demand we are not always able to achieve this within the required timescales and resources. Along with Legal Services, we are also seeking to deal with deprivations of liberty in the community which require Court of Protection approval.
- 3.2 It is the Council's view supported by senior leading counsel that the Government has failed to adequately fund the deprivation of liberty process. The Council has therefore joined with Liverpool City Council, Nottinghamshire Council and the London Borough of Richmond upon Thames and is pursuing a judicial review of the Government. Permission has been granted and a two day hearing scheduled for March 2017.

4. IT System for care management

- 4.1 The social care system project was fully authorised and its funding was agreed, as part of the Digital Transformation Programme approval by full Council on the 21st of July.
- 4.2 Since then, there has been thorough engagement with the Adults and Children's Social Work teams and other who will be uses of our new social care system. This has enable us to prepare a fully agreed specification of requirements, on which we have based our invitation to tender, which was issued on the 4th of October.
- 4.3 We have had good responses from the market leading providers of social care systems, which we are currently evaluating in order to decide a short list of potential suppliers. Over the next few weeks, we will attend a number of product demonstrations from our shortlisted suppliers and carry out a number of visits to other local authorities. We plan to visit those who have been using their systems for long enough to provide a clear and independent reference on each of the potential suppliers and the quality of their systems. We will then use this insight along with the detailed responses to our extensive set of questions in our invitation to tender, to select our preferred supplier.
- 4.4 We are currently progressing very well with our project plan, are slightly ahead of schedule and well within the forecast budget at this point. The contract for the new system is due to be agreed and signed within the first few months of 2107, when we will commence the preparation and testing of our new system.
- 4.5 As an integral part of the Digital Transformation Programme team, the Social Care Project team are working closely with the other project teams, to ensure that the solution that is procured and implemented is designed to be a fully integrated part of the new digital platform for Shropshire Council.

5. Housing Services

- 5.1 We have continued this year to consolidate housing services within Adult Social care. This has included the successful development of additional supported living accommodation, the provision of housing for refugee families and making better and more effective use of temporary accommodation which has reduced the use of bed and breakfast accommodation so as to deliver better outcomes for families.
- 5.2 Occupational health services are now aligned through both housing and adult social care and, this along with recommissioned independent living and handyperson services, ensures that targeted early help and support is provided to individuals which facilitates hospital discharges and enables to people to maintain their independence in their own homes.

6.0 Integrated Community Services Development (ICS) and Delayed Transfers of Care (DETOC)

- 6.1 As I have previously reported, the NHS both locally and nationally is facing increased pressure. In Shropshire this is particularly apparent as an ongoing financial pressure.
- 6.2 Adult Social Care Services have worked hard to improve the discharge process for people from hospital. This has included revisiting and undertaking a review of the ICS service whilst simultaneously improving how we purchase domiciliary care through the development of a dynamic e-brokerage system. This has resulted in faster response times from request for service to the start of a care package. As part of the 'Urgent Care System' we continue to work closely with providers to improve the discharge processes for individuals and are now exploring the use of the e-brokerage system for the purchase of care home placements.

7. Working with Carers

- 7.1 Adult Social Care continues to support family carers and to recognise the needs of carers enabling them to continue in their care role for as long as they are able to or wish to.
- 7.2 During the year support services for family carers were recommissioned and a new service developed which includes the continuation of the Carers Emergency Response Service, direct support for carers and the introduction of peer to peer care support.

8.0 Transformation of In house Services

- 8.1 The Council has continued to be a CQC registered provider of adult care services through its own in house provision. During the year, Kempsfield a care home for adults with learning disabilities was transferred to an external provider who will redevelop the services into supported living accommodation.
- 8.2 Four Rivers has been the subject to a tender exercise during the year, but this will remain in house as it was not possible to identify an alternative suitable provider. The service has maintained its CQC "good" rating.
- 8.3 The START services has been reconfigured as part of our ICS review to improve hospital discharges and this continues to be monitored as we embed the new ways of working into the system.
- 8.4 With regards to our in house day services I am pleased to report the successful transfer of our Church Stretton service to Mayfair Community Centre and some very detailed work is underway to transfer our Bridgnorth services at Innage Lane and Oak Farm to Bethphage. Work is continuing and is well advanced in Ellesmere where the day service will merge with the Library Service early next year which will provide a new range of opportunities for both users of the service and the local community.
- 8.5 Also looking ahead to next year the Learning Disability Employment Services at Maesbury Metals and Corner Patch will be further developed for transfer to an alternative provider following extensive consultation with service users, their families and carers.

9. Refugees

- 9.1 A new and emerging area of work for Adult Social Care and Housing has been the Council's participation in the UNHCR Syrian Refugee Repatriation Scheme. Shropshire is supporting 13 families in the county from 3 flight arrivals in June, August and November. Support has been commissioned from Refugee Action with additional support provided by the Red Cross and local voluntary groups.
- 9.2 I am pleased to report that all families are settling well into their local communities, the children are attending school, some of the adults are volunteering with local charities and community groups and all are accessing English language classes.

10.0 Managing our money 2016/17

- 10.1 This year the service received a significant level of budgetary growth which has addressed the inherent historic budget pressures seen in previous years. This puts the service on a more sustainable footing going forward. Also, a significant amount of work has been undertaken to develop a robust growth model. This model allows us to better understand the past patterns of growth in the service and therefore project forward more accurate estimates for future growth. There is more work to do to refine the model and development including the upgrading of the Adult Social Care IT system will go a long way towards assisting this important work.
- 10.2 At £66m the Council's care purchasing budgets amounts to over three quarters of the total Adult Services net budget. We are currently estimating growth in the net purchasing budges of 8% year on year. This is well above the rate of general inflation and continues to be driven by high numbers of people who have previously arranged and funded their own care now asking the Council for financial support as well as costly packages of care resulting from hospital discharge arrangements where individual have complex care needs. In addition, this year has seen cost pressures arising as a result of health partners ceasing to fund key services in the hospital discharge process which has had a knock on effect for the service in financial terms.
- 10.3 This year the service has continued to deliver against the current programme of savings targets despite it becoming increasingly more difficult to do so. Also Adults Services remains committed to working with providers and voluntary sector partners to identify cost efficiencies on an ongoing basis whilst always ensuring the person at the centre of the care remains priority.

11.0 Conclusion

- 11.1 I am pleased to present this report to Council, it is important that we recognise both the challenges and the journey that the Council and services supporting Adult Social Care have made during the last 12 months and to continue to support the transformational activities and journey moving forward.