

# Report to Cabinet

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<b>Title:</b>	<b>Adult Social Care Update</b>
<b>Date:</b>	13 January 2020
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<b>Local members affected:</b>	All
<b>Portfolio areas affected:</b>	Health and Wellbeing

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## Summary

The purpose of this report is to provide Cabinet with an update of the national and local issues relating to adult social care in Buckinghamshire, covering December 2018 – June 2019.

## Recommendation:

**Cabinet is asked to note the latest developments in relation to adult social care both locally and nationally.**

## Adult Social Care Update

### 1. The National Picture

#### 1.1. Funding for Adult Social Care

Over the past six months stakeholders from across the health and social care system, including the voluntary and community sector, have continued to lobby for a solution to sustainable funding for adult social care. This includes the Association of Directors of Adult Social Services (ADASS) which is pressing for certainty and sustainability, including clarity around the future of the Better Care Fund. The government has promised fundamental reforms and has indicated that proposals will be published in a White Paper, although the publication timeframe has not been announced.

Sustainable funding for adult social care continues to be discussed at a national level in relation to both local authority service delivery and the impact on the

realisation of the NHS Long Term Plan. In August, Buckinghamshire County Council took the opportunity to raise its concerns by making a written submission to the Health and Care Parliamentary Select Committee Inquiry into the NHS Long Term Plan. The Committee was investigating the implications of funding areas such as social care and training on the delivery of the Plan.

In September, the Chancellor announced an additional £3.5bn funding which would in part be secured through a 2% precept, subject to consultation. Whilst welcoming additional funding, the County Council's Network (CCN) highlighted the significant gap that would remain for local authorities.

## 1.2. National Workforce Challenges

The availability of the care workforce remains an issue nationally and recruitment and retention locally and regionally is challenging. The Skills for Care report 'The State of Adult Social Care Sector and Workforce 2019' estimates that turnover within the sector is approx. 30% and that nationally 7.8% of roles are vacant.

Amid concerns about the implications of a withdrawal from the European Union, the report states that 84% of the care workforce is from the UK, with 8% from the EU. Locally the workforce does not appear to be being significantly affected by the political landscape, but this is being monitored as part of the Brexit preparations.

## 2. **Buckinghamshire Health and Social Care System**

### 2.1. Local response to NHS Long Term Plan

The Integrated Care System has developed its response to the national NHS Long Term Plan. The Buckinghamshire, Oxfordshire and Berkshire West (BOB) five year plan describes how all organisations within the system will work together to:

- Increase out of hospital care
- Reduce pressure on hospital services
- Give people more control over their health and more personalised care when they need it
- Provide digitally enabled primary and outpatient care
- Improve the health of Buckinghamshire's communities

The County Council was involved in the development of the plan through Integrated Care System workstreams and the Health and Wellbeing Board and the Health and Social Care Select Committee provided input into the consultation.

### 2.2. Integrated Care System Development

In autumn 2019, the BOB Integrated Care System consulted with stakeholders on the future arrangements for the system. The consultation finished on 1 December and sought the views of stakeholders on the management arrangements, the role of the underpinning Integrated Care Partnerships and the creation of a single Clinical Commissioning Group for the BOB Integrated Care System.

Following consideration by Members, the Council submitted a response to these proposals which highlighted the effective Integrated Commissioning arrangements at the Buckinghamshire level and the need for agreement to continued development of these arrangements before approving ICS plans.

### 2.3. Integrated Commissioning for Buckinghamshire

Buckinghamshire has a history of effective joint working between Buckinghamshire County Council and the NHS. In March 2017 system partners identified a framework of opportunities to develop this further. This included the creation of an Integrated Commissioning service within the County Council which now provides commissioning in some areas on behalf of the Buckinghamshire Clinical Commissioning Group (CCG). The service currently works within a budget of just over £190m, nearly £23m of which is CCG spend.

The local system is currently considering proposals to build on the strong joint working base and expand the CCG spend that is managed through Integrated Commissioning. The proposals would enable much greater development of cross-cutting health and social care initiatives – for example through revision of community provision to support the operation of the new Primary Care Networks (PCNs) – as well as ensuring more efficient processes are in place and closer to the delivery of care.

### 2.4. Better Care Fund

The Better Care Fund (BCF) provides a framework for funding to be directed at system pressures and to develop more a more integrated system. In Buckinghamshire the BCF is overseen by the Health and Wellbeing Board and the plan for spend is aligned to the priorities in the Health and Wellbeing Strategy.

In July the Better Care Fund total amount for 2019/20 was published at £38.5m. The fund included four elements:

- *Minimum CCG contribution*: totalling approx. £30m, with just over £10m mandated for adult social care (a 5.8% increase on 2018/19)
- *Improved Better Care Fund (iBCF)*: in its final year of allocation, the system has been allocated £3.2m (a 11.8% decrease from 2018/19)
- *Disabled Facilities Grant*: £3.5m passported directly to District Councils (a 7.9% increase on 2018/19), and
- *Winter Pressures Grant*: approx. £1.7m at the same level as 2018/19.

In September, the Health and Wellbeing Board approved the plan for 2019/20 which set out how partners wished to allocate the Better Care Fund. The allocations for 2019/20 included: funds for services to enable discharge from hospital out of hours and at weekends; voluntary care sector services to support individuals to return home from hospital; and the memory support service to support those in the community living with or caring for people with dementia.

Nationally the Better Care Fund is currently under review with new arrangements due to be in place from 1 April 2020.

### 2.5. Winter Preparations

The local Integrated Care Partnership for Buckinghamshire has developed and published its Winter Plan for 2019/20. The plan builds on lessons from the previous season and collates and integrates the winter preparations from all partners. Mechanisms to deal with periods of high demand are identified and the plan also reports new developments such as co-location of health and social care teams to improve service delivery.

### 3. **Adult Social Care**

#### 3.1. Better Lives Strategy: Living Independently

##### 3.1.1. *Carers Strategy*

The Council recognises, values and wishes to support every carer in Buckinghamshire. The current 3-year Carers Strategy runs until 2019 so engagement and joint work has been completed with key stakeholders including carers to agree what the priorities and areas of focus should be for the next 3 years. This also recognises the identified Department of Health and Social Care focus on:

- Services and systems that work for carers
- Employment and financial wellbeing
- Supporting young carers
- Recognising and supporting carers in the wider community and society
- Building research and evidence to improve outcomes for carers

The Strategy is now being taken through governance groups for approval.

##### 3.1.2. *Care Advice Bucks Website*

A new website has been launched to better help people looking for advice around care and support for adults. The Care Advice Bucks website ([www.careadvicebuckinghamshire.org](http://www.careadvicebuckinghamshire.org)) provides a wide range of information and signposting in a clear, life-event style to make it simple for people to find the advice and support they need at the right time.

#### 3.2. Better Lives Strategy: Regaining Independence

##### 3.2.1. *Crisis Support Service*

The first phase of the new Crisis Support service was fully implemented in October. The new service brought together the Council's reablement and occupational therapy teams with the Buckinghamshire Hospitals Trust's rapid response and intermediate care services under joint management. The new service aims to streamline assessment pathways and reduce demand bottlenecks across frontline services.

##### 3.2.2. *Integrated Hospital Discharge Service*

The new Integrated Hospital Discharge service has been agreed and will be implemented at the beginning of December 2019. The service brings together all staff in the system who are integral to a streamlined and effective transfer of care planning process for patients and their carers. The change creates a single hospital discharge service for the residents of Buckinghamshire and covers Bucks Hospitals Trust (BHT), Frimley and out-of-county hospital discharges. The single service builds on improvements made by the County Council and BHT over the past 12 months.

#### 3.3. Better Lives Strategy: Living with Support

##### 3.3.1. *Short Breaks Residential Service*

Following consultation with families and work by Councillors on a Select Committee Task and Finish Group, in September the Cabinet approved a £3.5m investment for a new purpose-built facility for a modern residential short breaks service. The service will be based in Aylesbury and will provide high quality short breaks for

people with a learning disability, physical or sensory disability or autism. The service will be fully integrated across health and social care.

### 3.3.2. *Thrift Farm*

Thrift Farm has been supporting adults with learning difficulties for over 40 years and provides day opportunities and supported employment for over 75 people. On 9<sup>th</sup> September Cabinet agreed to transfer the operation at Thrift Farm to a joint venture between Kids Play Childcare and Mead Open Farm. The new company will use their combined expertise and experience to create a sustainable future for the Farm.

### 3.3.3. *Learning Disability Transformation*

This year, some focused analysis was undertaken this year on the needs of people with a learning disability in Buckinghamshire and the support they were accessing. The data showed the number of people a learning disability was increasing and it is projected that by 2030 the number of people with a moderate or severe learning disability will increase at a faster rate in Buckinghamshire than in England as a whole. The numbers of working age adults with moderate or severe learning disability is expected to increase by 8%, compared to 4% in England.

Work is taking place to develop a strategy and an implementation plan to make sure individuals and their carers can get the right kind of support to lead healthy active lives in their own communities.

### 3.3.4. *Care market*

The care market remains fragile and nationally some providers such as Four Seasons Healthcare, have struggled to achieve sustainability. Locally commissioners continue to work strategically with providers, including our key provider, Fremantle Trust, to help develop resilience as well improve the quality of their care. In the last period, there were no unplanned exits from the market by providers in Buckinghamshire however commissioners are working together with the Care Quality Commission to actively monitor and support improvement plans with certain organisations. In addition, to ensure the Council is prepared for any unforeseen event, a revised Provider Failure Procedure has recently been implemented.

## 4. **Safeguarding**

### 4.1. Safeguarding Adults Board

Mr Francis Habgood, former Chief Constable of Thames Valley Police, became Chair of the Buckinghamshire Safeguarding Adults Board in August. The Board, a requirement of the 2014 Care Act, has the responsibility of co-ordinating local work to safeguard adults who need care and support. As independent chair, Mr Habgood will be accountable for the effective working of the Board.

### 4.2. Peer Review of Safeguarding

An internal peer review of safeguarding adults arrangements in adult social care and Oxford Health Foundation Trust was held between September and November 2019.

The review team was led by Julie Murray for the County Council and David Glover-Wright for Oxford Health Foundation Trust. The focus for the review was on the following four themes:

1. Outcomes for and the experience of people who use services
2. Leadership, Strategy and Working Together
3. Commissioning. Service Delivery and Effective Practice
4. Performance and Resource Management.

More than 50 questionnaires were completed by operational staff and 70 audits of safeguarding concerns and enquiries undertaken. Workshops were held across the county for operational staff to give their views about current process and procedures. A report and recommendations will be made in late November.

## 5. **Practice Quality**

### 5.1. Strategic Workforce Plan

A new three-year Strategic Workforce Plan outlines how organisation will develop its adult social care workforce to deliver the Better Lives Strategy. The Plan sets out the programme for delivering on five themes:

- *Culture change*: developing a culture which embraces co-production, integrated working, positive partnership and smart working
- *Personal and practice development*: a workforce that is highly capable, with the right knowledge, skills and behaviours to deliver better outcomes for service users
- *Personal and professional leadership*: a workforce that is supported by effective leaders who enhance performance, support and motivate their staff and role model the right behaviours
- *Recruitment*: developing the Council as an employer of choice in the health and social care sector, offering rewarding careers and a competitive employment package
- *Retention and engagement*: retaining a skilled and highly engaged workforce that knows it is valued and whose wellbeing is promoted.

Achievement of the Strategic Workforce Plan will be overseen by the Quality Practice Board chaired by Ian McBeath of Hertfordshire County Council.

### 5.2. Improving practice

As part of the Adult Social Care Quality Assurance Framework, an auditing process has recently been implemented. All adult social care operations managers are now auditing a random selection of case records on a monthly basis. The audits are moderated and the results fed back to managers. Any practice improvements identified are scheduled into learning sessions for managers and staff to ensure practice is improved.

### 5.3. iCares (adult social care case management and finance system)

Following the award of the client management system contract to LiquidLogic, a number of supplier workshops have been held to agree the system configuration. The iCares programme team and key stakeholders have attended training sessions and the first phase of system build is underway.

The move to a new supplier provides the opportunity to revisit adult social care processes. Over twenty workshops have been held with key staff to identify potential improvements and feedback gathered in these workshops has led to the identification of over 100 potential opportunities to improve adult social care

processes.

## 6. Budget

- 6.1. At this stage of the current financial year there is a projected forecast overspend of £2.1m on a gross budget of £182.8m (1.15%). This is due to increased demand, partly down to increased numbers of clients, partly due to increased complexity of the needs of client, and partly due to price pressures. Reasons for the increase in complexity and volume are due in part to people living longer with support than in previous years and an increase in the number of service users moving to social care after exhausting their own funds.
- 6.2. The Adult Social Care Transformation efficiencies target of £3.591m is currently forecast to be met. There are challenges in two specific projects, namely Reablement and Mental Health, but this is compensated for by a number of other projects being expected to over deliver, notably around reviews of existing care arrangements. To help mitigate the budget pressures a further budget recovery plan is being put in place. Although some of these actions will only lead to one-off savings, there are expected to be some modest permanent savings arising out of these actions. This recovery plan is expected to give in year savings of up to £2.4m. It includes using corporate contingency to fund the one off additional costs incurred at Seeley's, achievement of underspends across the Business Unit that are not direct client expenditure, and the holding of some staffing vacancies. There are also some actions to help manage demand in the short term.
- 6.3. The demand pressures are such that additional money for social care is being requested for the 2020/21 budget, with a potential funding source being the 2% adult social care precept permission that has been given by the Government in the latest spending round.
- 6.4. The vast majority of the adult social care budget is spent on providing packages of care to service users:

• Direct Payments	£19.6m
• Domiciliary Care	£14.8m
• Nursing Placements	£27.1m
• Residential Placements	£52.8m
• Supported Living	£22.8m
• Supported Accommodation	£0.6m
• Social Isolation	£0.8m
• Transport	£2.0m

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### **Your questions and views**

*If you have any questions about the matters contained in this paper, please get in touch with the Contact Officer whose telephone number is given at the head of the paper.*

*If you have any views on this paper that you would like the Cabinet Member to consider, please inform the Democratic Services Team by 5.00pm on Friday 10 January 2020. This can be done by telephone (to 01296 382343), or e-mail to [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk)*

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