

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 20 October 2005

Report Title Strategic Development of Adult Social Care Services

Summary This report which provides details of a number of proposed developments in Adult Services following the publication of the Government Green Paper “Independence, Well being and Choice”, was discussed at Adult and Community Overview & Scrutiny Committee on 6 September 2005. That Committee’s comments have been incorporated in the body of the report.

For further information please contact: John Bull
Head of Adult Services
Tel: 01926 412438
johnbull@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers

- Green Paper “Independence, Well being and Choice”
- Children Act 2004
- Strategic Review of Older Peoples Services (Cabinet report 16 June 2005)

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Richard Dodd, Cllr Sid Tooth – although we await the white paper, the report offers appropriate framework in order to make progress.
- Cabinet Member Cllr Colin Hayfield
- Chief Executive’s Department Monica Fogarty

- Legal Jane Pollard, Victoria Gould
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **No**
SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Cabinet - 20 October 2005

The Strategic Development of Adult Social Care Services

Report of the Director of Social Care & Health

Recommendations

The Adult and Community Services Overview & Scrutiny Committee agreed to recommend that the Cabinet approve:

1. Proposals to establish a multi disciplinary Adult Services Project Team which will identify and project manage the strategic changes needed in Adult Social Care Services, following the publication of the Government's Green Paper, "Independence, Well-being and Choice".
2. Proposals to establish an Adult Services Strategic Partnership Board, and Steering Group.
3. Proposals to establish an Older People's Services Partnership Board and Member Reference Group.
4. Proposals to develop Joint Commissioning arrangements for both Learning Disability and Mental Health Services.

1. Introduction

- 1.1 Cabinet on 16 June 2005 considered the report of the Independent Chair on the Review of Older People's Services.
- 1.2 The purpose of this report is to provide an overview of a number of proposed developments within Adult Social Care Services. It details progress and seeks approval for the Terms of Reference for the Adult and Community Services Project team, similar to that working within Children services. The project team will develop effective governance arrangements for service development and re-configuration, via an Adult and Community Services Strategic Partnership Board.
- 1.3 The report also highlights the development of an action plan for the next stages of the Strategic Review of Older Peoples Services and seeks agreement to develop joint commissioning arrangements for both mental health and learning disability services.

2. Background Information

2.1 There are currently a number of policy developments (and associated issues) that will have a significant impact on the delivery of social care and health services in the future. These include:

- The implications arising from the Green Paper “Independence, Well-being and Choice.” The consultation on the Green Paper for Adult Services has been completed and, following the agreement of Cabinet, a response sent to the Department of Health.
- Following on from the Green Paper, an integrated community health and social care White Paper is due in December 2005. The White Paper, entitled “Your Health, Your Care, Your Say” will cover all aspects of care that people need in the community and their own homes, including topics such as services closer to people’s home or work-places, bringing health and care services together, new technologies, helping people to help themselves and how individuals and communities should be involved in shaping local services.
- The wider Health community is also undergoing significant change, including the development of practice based commissioning, the merger of the three PCT’s in to a Warwickshire wide PCT and the implementation of a Coventry and Warwickshire (Provider) Trust for mental health and learning disabilities. Change is also on the horizon for the Strategic Health Authority.
- The outcome of the Strategic Review of Older Peoples Services. Positive momentum has been achieved within the County Council and with partners during and following the Review and it would be timely to maintain the momentum towards modernisation.
- The modernisation of the wider County Council, following the appointment of the new Chief Executive.
- The separation of Children services from Adult Services, following the “Every Child Matters”, the Children Act and the need to establish ‘children’s trust’ arrangements.

2.2 In summary, the implications arising from the above drivers are vast and will result in major change for Adult Social Care and Community Services.

3. The Establishment of a Multi Disciplinary Project Team to Identify and Project Manage the Strategic Changes Needed in Adult Services

3.1 Peter Boileau, the Director of Planning and Development at the Strategic Health Authority, has been seconded to Warwickshire County Council to lead the Adult and Community Services project Team. Peter commenced his secondment on 1st August 2005 and is in the process of assembling a small multi-agency team and developing a project plan to implement the findings of the Strategic Review of Older Peoples Services and to modernise adult social care services in response to the Green Paper.

- 3.2 The team will comprise of range of staff from key County Council departments, the Primary Care Trusts and, potentially, the wider health community. A range of staff will be able to contribute to the work of the project team from the following departments/agencies:-
- Finance
 - Legal
 - Human Resources
 - Corporate Review Team – there is a need to link to the Corporate Business Plan Objectives and targets
- 3.3 In addition, consideration will need to be given to representation on the group from the District and Borough Councils and the Voluntary Sector.
- 3.4 It is acknowledged that elected members would wish to feel involved in the work of the Project Team and this would be achieved through elected members having seats on the Adult Services Strategic Partnership Board.

4. The Establishment of an Adult Services Strategic Partnership Board

- 4.1 In order to oversee and provide governance to the changes required, it is recommended that an Adult Services Strategic Partnership Board be established. The exact scope and terms of reference of the board will be dependant on a number of decisions to be taken by Council in November 2005. The Board would be established on a multi agency basis, with senior level staff and key elected members in attendance.
- The PCTs have already nominated Peter Maddock, Chief Executive, Rugby PCT to be lead PCT representative for Adult Services developments (Anne Heckels, Chief Executive, North Warwickshire PCT fulfils this role in linking to the Children Act Project Team Steering Group). Jim Graham has agreed to chair the Board. The Board will oversee the work of other Partnership Boards in relation to Adult services such as the Older peoples Strategic Partnership Board and Valuing People Partnership Board
- 4.2 The existing Joint Commissioning Board would transform in to an Adult Services Steering Group and comprise of PCT Chief Executives, the Head of Adult Services and other Senior Officers from key Departments to ensure the integration of the wider county council's modernisation agenda alongside that of the Social Services Department. Pending the outcome of the Council's internal review of its structures the Director of Social Care and Health would chair this group, as at present.
- 4.3 Ownership of the project by organisations outside the County Council is key to the projects success.

5. Progressing the Strategic Review of Older Peoples Services and the Recommendations in the Action Plan

- 5.1 There are a large number of recommendations in the action plan that need to be progressed with identified key players across our existing partnerships. The aim in continuing to work on the plan would be to ensure a sound framework is established for Peter Boileau to inherit and the work would progress in line with – and be complementary to – his new post. Arrangements are in train to:-
- Propose, document and agree the structure and function of the Older People's Partnership Board and its linking with Overview and Scrutiny Committees.
 - Propose and agree the outline performance management and monitoring arrangements for the new Partnership Board activities.
 - Ensure that the ongoing services and provision are closely aligned and involved with any new developments.
 - Work closely to identify and agree the priorities and timetable that the Older People's Partnership Board will work towards.
- 5.2 The Appendix refers to Section 31 Agreements being put into place to support pooled budgets and underpin joint commissioning. This paper is seeking at this stage approve to the direction of travel to move to formal arrangements by starting with the development of the necessary infrastructure in terms of creating joint posts. Formal pooling of budgets and the necessary Section 31 arrangements to support this would not take place until April 2007. This will be the subject of further reports to Cabinet as the detailed work progresses over the next 12 months with our partners.
- 5.3 In taking forward the action plan key links will also need to be made to coordinate and manage the transition of the existing Warwickshire Policy for Older People Steering Group in to the new arrangements, whilst also ensuring that there is a substantive and rational link to the corporate Voluntary Sector review, which is led by the Chief Executives Department.

6. The Development of Joint Commissioning Arrangements for Both Learning Disability and Mental Health Services

- 6.1 Work is currently underway with the three Primary Care Trusts in Warwickshire to develop formal integrated (joint) commissioning arrangements and structures for mental health and learning disability services. It is clear that the move towards a Coventry and Warwickshire Provider Trust is likely in 2006 (covering mental health, learning disability and substance misuse services), with the likelihood that this could move to foundation trust status soon after.
- 6.2 The new PCT's will eventually lose all of their provider functions commencing with mental health and learning disabilities but shortly after they will also lose their community health provider functions such as community and school nursing, community hospitals and the range of paramedical services such as

speech therapy, chiropody etc. In the context of the Adult Green Paper and its vision of “joined-up” services, the discussion about the future of these community health services is really significant and presents some opportunities for the County Council and the local NHS to explore how any change in both the management and structure of these services can take forward the new agenda for modernised health and social care services outside hospital.

- 6.3 The new PCTs will concentrate their role on public health functions, supporting Practice Based Commissioning, performance management and managing contracts on behalf of practice groups.
- 6.4 In respect of the proposal to combine Mental Health and Learning Disabilities into a single Specialist Trust, it should be noted that these services were different specialisms and it was not necessarily the case that a person with learning disabilities would also have mental health problems. In its response to the Strategic Health Authority’s initial proposal to create this Combined Trust, the County Council has expressed misgivings about the bringing together of services to such diverse client groups and has stated that it would want to understand more about this proposal.
- 6.5 Public sector reform is driving a very specific agenda in relation to the separation of Commissioning and provider functions, with public sector agencies building much stronger commissioning functions and being very specific about what the provider market delivers and provides. The move towards formal arrangements in Warwickshire to jointly commission mental health and learning disabilities will have benefits both in terms of a more effective use of money in a pooled budget and a more focussed drive on providers to deliver a more social inclusive service that offers more choice to users.
- 6.6 Whilst the PCT is likely to be the “lead” commissioner for mental health, it is proposed the Local Authority takes this responsibility in respect of Learning Disability services and it is anticipated that improved commissioning for this client group would bring about more choice and quality for service users, whilst also realising significant efficiency savings for both agencies.
- 6.7 A more detailed Report also regarding joint commissioning arrangements for Mental Health and Learning Disabilities services also appears on this Cabinet Agenda.

MARION DAVIS
DIRECTOR OF SOCIAL CARE & HEALTH

Shire Hall
Warwick
26 September 2005

Adult Services Project Team

Terms of Reference

A small specialist team to:

- Develop and manage a Project Plan to achieve significant modernisation of Adult and Community Services in Warwickshire, in line with the Green Paper “Independence, Well-being and Choice”.
- Identify individual work-streams within the project with defined terms of reference, desired outcomes, measures of success and milestones for delivery.
- Ensure that robust project management arrangements are in place for each work-stream and that Project Sponsors and Project Managers for all work-streams are designated and held to account for delivery.
- Provide an effective mechanism by which the content and progress of the Project can be communicated widely.
- Ensure that effective and wide-ranging stakeholder involvement in all aspects of the Project is secured and maintained.
- Provide regular reports on progress of the overall project to the Adult and Community Services Partnership Board and, through that mechanism, to key stakeholder organisations.
- Provide a secretariat for the Adult and Community Services Strategic Partnership Board and its associated bodies.
- Develop and ensure sound governance within new structures and services.

Older People's Services Partnership Board

Proposed Terms of Reference

Summary

This outline proposal seeks to clarify the terms of reference for the Older People's Services Partnership Board, identifying drivers for change, constraints and guiding principles to enable comments from partners and the wider community with a view to agreeing and establishing the membership and initial work programme for the Board.

1. Aims

- 1.1 The Partnership Board for Older People will report to the Adult Services Steering Group itself chaired by the WCC Chief Executive. The Board will be inclusive of partner agencies and the Warwickshire Community. The Board will concentrate its efforts on developing and modernising new and existing services to meet the changing needs of the population as a whole.
- 1.2 The Board will work together with partners to identify, develop and implement appropriate services for the future. The balance between early intervention and support to help people remain well, active and independent and support for people with acute needs is one that the Board will need to carefully consider. The White Paper to be published in October will hopefully inform this debate.

2. Terms of Reference

- 2.1 The main role of the Board is to:
 - Provide strategic direction to the modernisation and service change agenda in Warwickshire in respect of Older Peoples Services. To bring together senior managers from agencies, services users and the voluntary sector across Warwickshire to plan, develop, commission and implement the recommendations and priorities identified in the Strategic Review of Older Peoples Services.
 - Review the strategic management arrangements for the effective coordination of services to elderly people in Warwickshire to further the aims set out.
 - Advise on, and oversee work where opportunities for integration of services and their commissioning supports the aims set out.
 - Promote the development of shared priorities by all agencies whose services promote independence, well-being and choice for all people.

- To better communicate with the public and ensure more informed choices are possible.
- To ensure better choices are available to older people in the future to afford them a greater degree of independence for longer and in a range of appropriate environments.
- To ensure an effective communications strategy on key issues arising from the Board reaches the wider community and that wider community issues reach the Board.

Note: This is a shortened version of a working document to be finalised.

3. Membership

3.1 We would propose for consultation purposes, that the members of the Partnership Board include:

- A senior officer from Warwickshire Police with a community development brief
- A senior officer from Warwickshire Fire and Rescue Service
- Warwickshire's Primary Care Trusts to each nominate a senior manager
- Head of Adult Services
- Project Manager for Adult and Community Services
- A senior Education representative
- Two representatives from the Warwickshire Older Peoples Forum Group
- The three chairs of the Older People Local Implementation teams
- A senior manager from each of the District and Borough Councils
- A representative from the Community/Voluntary Sector

3.2 In addition to the core membership of the Partnership Board, it is envisaged that support will be required from a number of other key players who will inform and ensure close interfaces are maintained with other strategic developments. Close collaboration with and feedback from a variety of operational players will be used to test the assumptions prior to piloting any new services or projects.