



**COUNCILLOR
CHRIS SPRIGGS**

CABINET
6 NOVEMBER 2017

**ALL AGE DISABILITY AND MENTAL
HEALTH SERVICES TRANSFORMATION
PROGRAMME**

Councillor Chris Spriggs (Cabinet Member – Delivering differently) said:

“Making sure residents are able to access the very best, most efficient, services possible is so important, particularly for the most vulnerable people.

“For too long, navigating between the NHS, social care and other related services has been incredibly complex, frustrating and challenging for people. People want one phone number to call, one person to speak to, who can give them advice and make sure they get the services they need.

“Wirral has made huge progress. We are integrating our services at every level with our colleagues in the NHS, creating the seamless, efficient and well-designed services which people want, need and expect. This report is another significant step on this process and I am delighted we have been able to make it happen so quickly.

“I believe this new, integrated service will help many people all across Wirral get better support and enjoy more tailored services to meet their needs.”

REPORT SUMMARY

This report relates to the delivery of social care assessment and support planning functions for people with a disability or mental health need.

Cabinet approval is sought to progress plans for the formation of a single integrated all age health and social care assessment and support planning, service for people with complex disability or mental health needs.

This service is being developed in line with the All Age Disability Strategy and feedback that we had from people that need support from services. Cabinet (March

2016) approved the establishment of a Transformation Programme with the development of an All Age Disability and Mental Health service as a key Transformation project.

Social care services play an important role in enabling vulnerable people to maximise their independence, to take an active part in their communities and to keep well in Wirral. The inter-dependency between health and care systems has become increasingly clear over recent years. Nationally, Councils are faced with increasing demand on social care services which presents as a challenge to meet within the available resources. Local Authorities and NHS providers are increasingly working to integrate social care and health services locally to provide both sustainability and a better experience for people who use those services.

People with disabilities and their families have told us that they have experienced difficulty in navigating between different services and between health and care organisations, have found it difficult to maintain communication with all the different people involved in their support and have not always had joined up planning for adulthood.

This key proposal is to integrate the assessment and support planning processes for children and adults with disabilities and adults with mental health needs, with Cheshire and Wirral Partnership NHS Trust (CWP) in order to deliver a range of assessment and support planning services on behalf of the Council.

The new single integrated service would provide seamless support to young people, adults with a complex disability and adults with a mental health need. Services will ensure that people with disabilities remain as independent as they can be, and when they need support, are able to have as much choice and control over how they receive their support as possible. People who use services will be supported to plan ahead for their futures and to play an active part in their communities. People will be encouraged to aspire to employment, access mainstream support, universal services and draw on support from their natural networks, families and communities.

People will receive the specialist support that they need at the time they need it, and from the right professionals, as part of a whole team approach. People will be placed at the centre of their support arrangements and will play an active part in choosing how their support is arranged. People will be encouraged to use direct payments and to have the support of independent brokerage services to tailor their packages of support to their needs.

A family carer recently told us, "Communication is all important and parent/carers should need only to tell their story once, with updates being entered as and when appropriate".

Services can be developed more effectively to meet the needs of local residents. With social care and health staff working within one organisation it is possible to streamline assessment processes, reduce duplication of multiple professional involvements, and develop a single point of contact and single social care and health support planning.

The all age service will work directly with a range of community, not for profit, and community enterprise organisations to add social value and to directly contribute to community development.

A Wirral resident recently told us, *“The main issue is to break down the barriers between organisations and ensure that everyone in each of the organisations understands what the others do”*.

A fully integrated service will be able to adapt and react more effectively to emerging local needs. A single social care and health delivery provider will have the scale and ability to focus its staff resources more effectively where most needed.

An integrated all age delivery service can ensure that both social care and health staff work to common outcomes and the use of preventative and independence building approaches can be maximised by professionals across the health and care system.

Oversight of quality standards, professional development and safety will be incorporated as a key component of the final proposed model.

Elements of the functions of safeguarding children, and some other functions related to looked after children, would not be delegated to the integrated service and would remain as functions delivered by the Council. Staff who work in this area are helping to design the partnership working arrangements so that we have the right service model for the future. Joint working arrangements with the NHS to safeguard vulnerable children would be enhanced by this approach.

Key Strategic Outcomes to be delivered through this initiative will contribute to the following Wirral Pledges:

Community Services are joined up and accessible

Services will be commissioned across health and care to get the best outcomes for people within available resources.

People with disabilities live independently.

The All Age Disability and All Age Mental Health Service will ensure that people are supported to remain as independent as is possible, to be in more control of their support arrangements and to participate in their local communities.

Wirral Residents live healthier lives.

Services will be provided on an all age, whole system basis ensuring that there is a clear link between the 2020 partnership pledges and the Healthy Wirral Programme.

Vulnerable children reach their full potential

Children with disabilities will be supported to plan towards greater independence and to achieve their goals.

RECOMMENDATIONS

1. It is recommended that Cabinet approve the Full Business Case (Appendix 1).
2. It is recommended that Cabinet approve plans to develop an integrated all age disability and mental health service.
3. It is recommended that Cabinet approve the progression towards a formal partnership arrangement with Cheshire and Wirral Partnership NHS Trust (CWP).
4. It is recommended that Cabinet approve staff consultation as required.
5. It is recommended that Cabinet approve the sharing of one off transformation costs with CWP, including the estimated one off transformation costs of £250K attributable to the Council for 17/18.
6. It is recommended that a report is provided to Cabinet in Spring 2018 with final details of the proposed arrangement as set out in the Section 75 agreement for sign off.

SUPPORTING INFORMATION

REASON/S FOR RECOMMENDATION/S

The proposal aims to ensure that the Council and NHS partners use our collective resources to provide better and more joined up support to people with disabilities and mental health. The following key features of the all age service are essential to success;

- Bringing health and social care staff together to provide integrated, coordinated support to people
- Delivering the Right Care in the Right Place at the Right Time
- Supporting young people with complex needs into adulthood
- Clear accountability and governance arrangements;
- Resilience and flexibility to emerging issues in service delivery.

1 OTHER OPTIONS CONSIDERED

- 1.1 Careful consideration has been given to a range of other alternative delivery models. These include retaining and developing the services within the Council, the setting up of a community interest company to provide the services, developing an informal partnership with a public sector provider to provide the services differently.

2 BACKGROUND INFORMATION

- 2.1 The Transformation Office has overseen the development of the Full Business Case for an alternative delivery model (Appendix 1).
- 2.2 An Outline Business Case (OBC, appendix 2) describes the strategic, economic, commercial, financial and management considerations of this project. This was subject to a joint Adult Health and Care Scrutiny Committee and Children and Families Scrutiny Committee workshop in July 2017. A report was submitted to both scrutiny committees in September 2017 (Appendix 3)
- 2.3 The Transformation Office has overseen the development of the Full Business Case for an alternative delivery model (Appendix 1).

3 FINANCIAL IMPLICATIONS

- 3.1 It is not anticipated that this proposal will achieve additional budget savings directly.
- 3.2 The main financial benefit is that the transfer anticipates the integrated service will contribute towards reducing costs in the Council's Community Care budget by working differently with people who need support. There is a target budget saving to the care budget totalling £7M over the next four years.

- 3.3 The proposed s75 agreement will address a) staff transfer and b) the supply of the services. The staff resource required to provide the service would be addressed by a payment from the Council to CWP equivalent to the cost of the front line staff that are being transferred. In addition, the Council may allocate funding (to be agreed) for mid office support functions that CWP would require to provide the service.
- 3.4 Arrangements for draw down of support services and support package costs by CWP to meet assessed social care needs, against the allocated care budget would be contained in the S75 agreement. The Council will remain the budget holder for care services.
- 3.5 Estimated transformation costs are detailed in the Full Business Case (Appendix 1, page 33) which includes one off transformation costs estimated to be £250K for 17/18.

4 LEGAL IMPLICATIONS

- 4.1 The statutory duties placed on the Council will continue to rest with the Director for Health and Care and Director of Children's Services, whilst the delivery of the specific functions related to assessment and support planning may be delegated to CWP under a Section 75 contract arrangement.
- 4.2 The Council therefore propose to enter into a S75 agreement with CWP to deliver the Council's statutory adult social care duties as a fully integrated service.
- 4.3 It is considered that as CWP are the NHS provider within the Council administrative boundaries providing community services for the grouping of service users on this integration programme there is no requirement to undertake a competitive tender process as there is no other operator that can deliver the integration required.
- 4.4 Further detail in relation to legal issues is available in the Full Business case (Appendix 1, Section 3)

5 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 5.1 These will be identified as part of the project management. Initially the resource implications will be officer time.

6 RELEVANT RISKS

- 6.1 A risk log is monitored and updated as part of the project.

7 ENGAGEMENT/CONSULTATION

- 7.1 Stakeholder, public and staff engagement has been undertaken over a number of years through Healthy Wirral, Vision 2018 and Vanguard events, together with recent staff engagement sessions. If Cabinet approve the

recommendation to proceed with the proposal, then formal staff consultation will commence.

- 7.2 Local people and staff have been consulted widely as part of the various work streams through the “Healthy Wirral” programme and work over recent years with AQUA as part of an integrated health and care community approach. The service design reflects the views of residents who expect to receive timely and joined up services that do not differentiate unnecessarily between health and care provision.
- 7.3 Communication has been held with Trade Unions from the outset.
- 7.4 Staff engagement is planned as part of the programme.
- 7.5 Wider public and stakeholder engagement is also planned as part of the programme to communicate change. There will be no requirement for full consultation as the changes outlined build on previous requests and intentions to join up services for the benefit of people that use services.

8 EQUALITY IMPLICATIONS

Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because of another reason which is:

An Equality Impact Assessment will be conducted at a later stage in the project and once the service model is developed.

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APPENDICES

Appendix 1	Full Business Case
Appendix 2	Outline Business Case
Appendix 3	OSC Scrutiny Report