

Report for Health and Adult Social Care Scrutiny Committee- December 2021

Adult Social Care Update

This report provides an update on the medium term financial position in relation to Adult Social Care and the transformation programme.

MTFP:

The revenue element of the MTFP is set out in the context of the following factors:

- Increased demand for services, in particular those relating to Adult Social Care and Children's Social Care, which is expected to continue over the life of the plan;
- A challenging financial position with some ongoing impact of the Covid-19 pandemic on the Council's finances and the need to remain financially sustainable and resilient; and
- Lack of certainty over future funding that impacts on the Council's ability to carry out any long term financial planning.

This initial assessment of the MTFP is based on the following key assumptions:

1. A starting budget gap of £28 million for 2022/23 rising to £38.1 million in 2025/26, driven largely by inflationary and demand pressures and a reduction in Covid-19 funding from 2021/22 levels;
2. Assumed 2022/23 Settlement Funding Assumptions of £123.1 million, details of which are as yet unconfirmed and will be updated as part of the February 2022 MTFP Executive Board report;
3. A proposed increase in basic council tax from April 2022 of 1.99% and an additional increase of 1% Adult Social Care Precept to fund the pressures in Adult Social Care as permitted by Government for 2022/23. This results in a total proposed increase in Council Tax of 2.99% for 2022/23. The MTFP for the period 2023/24-2024/25 assumes an increase of 2.99% per annum comprising the same mix of funding, however, is subject to further clarification as part of the Provisional Settlement. The assumed Council Tax increase for 2025/26 is 1.99%;
4. Cost Pressures of £14.1 million in 2022/23 rising to £34.3 million in 2025/26, arising primarily from pressures in Children's and Adult Services;
5. An assumed pay award of 2.75% on the lowest point and 1.75% on all other points for 2021/22 and 2% pa for 2022/23 to 2025/26;
6. New savings of £12.2 million for 2022/23, of which £3.9 million requires public consultation; and
7. A remaining gap of £15.7 million for 2022/23, for which the Council is actively looking at options on how this may be achieved, including some focussed work on transformation of how Council services are delivered.

The total savings proposals address only 44% of the projected financial gap rather than the entire gap and, therefore, further work is ongoing over the coming weeks to address this and deliver both a balanced budget for 2022/23 and a balanced MTFP.

Adult Social Care faces many pressures including cost of care, demand variation – including Covid impact, citizen charges, income, grants, policy changes and contractual pressures. These factors will all impact on the financial position.

There are currently several savings proposals which are being consulted on as part of the Council's wider budget consultation as detailed in the table below:

New Savings Proposals not requiring Public Consultation (see Table 14)

Appendix 2

	Department	Service Area	Title of Proposal	Narrative	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
1	People	Adult Health and Social Care	Backdated and extended fairer charging for care services	Charges are backdated to the start of long term service rather than after the financial assessment. People are charged as soon as their reablement episode is complete and aims are met, at average independent sector rate, for their service from the council's in-house homecare and Social Care Reablement services	(0.098)	(0.098)	(0.098)	(0.098)
2	People	Adult Health and Social Care	Nottingham Pathway Service and strengths-based practice	On-going benefits of the continued development of strengths based work, primarily from the pathways service and preventive approaches with people who are new/relatively new to social care, supporting access to work, volunteering and activities they choose	(0.150)	(0.150)	(0.150)	(0.150)
3	People	Adult Health and Social Care	Liberty Protection Safeguards - delay implementation preparation	Delay commissioning a provider to support preparation for implementation of new legislation due to delayed implementation of new legislation	(0.500)	0.000	0.000	0.000
4	People	Adult Health and Social Care	Proactive reviews and timely assessments	Invest in capacity to carry out more planned and proactive person centred reviews and assessments, in a more timely way, resulting in less failure demand, opportunities to right-size care packages and to apply preventive approaches	(1.275)	(1.879)	(1.879)	(1.879)
5	People	Adult Health and Social Care	Proactive reviews and timely assessments - from the transformation programme	Invest in capacity to carry out more planned and proactive person centred reviews and assessments, in a more timely way, resulting in less failure demand, opportunities to right-size care packages, and apply preventive approaches. To include Occupational Therapy-led assessments and strengths-based approaches	0.000	(0.430)	(1.270)	(1.270)
6	People	Adult Health and Social Care	CCG contributions to work streams	CCG are asked to fund services that meet health needs	(0.029)	(0.029)	(0.029)	(0.029)

Adult Health & Social Care Transformation Programme

The current transformation programme for Adults Health and Social Care continues to focus on the principles of the Better Lives; Better Outcomes strategy. The following principles of demand management are at the core of the programme:

- Focus on a positive experience and a better outcome for people for whom we have a statutory duty – the statutory wellbeing duty
- Work in partnership to co-produce and agree change = people (citizens) on board vs. challenge/barriers to change
- Getting it right first time, and quickly – reducing failure demand
- Lean processes – reducing duplication and improving the customer experience
- How we interact with people has significant potential to increase or reduce demands for the future
- Therefore staff (who 'do the interaction') are our primary resource - the little budget manages the big budget

Based on a continuation of progress against the Better Lives, Better Outcomes strategy; benchmarking data; and engagement with frontline staff, people who use services and partners - Adult Social Care has developed an ambitious transformation programme, including 20 projects that cover three key areas:

Prevention: projects that will 'prevent, reduce or delay' need for care and support;

Service offer: projects that will focus on ensuring that people have choice and control over what happens to them and how support meets their needs in the most appropriate setting for them, and;

Enablers: projects that will underpin the delivery of all other changes, encompassing the use of technology, updated standards and policies and effective workforce recruitment and retention. The programme aims to deliver the Social Care Futures Inquiries' 5 key changes to the residents of Nottingham:

1. Communities where everyone belongs;
2. Living in the place we call home;
3. Leading the lives we want to live;
4. More resources, better used;
5. Sharing power as equals.

An outline business case is currently in development to take forward the programme. 6 projects have been identified as an initial priority from the list of 20.

#	Project Name	How the preferred option for this project will deliver the objectives
1	Information, Advice and Access	<ul style="list-style-type: none">● Giving more access to the residents of Nottingham to take self-assessments, range of channels for advice and local access points to clinics● This project is noted here for reference as the Customer First Outline Business Case is under development that will look at the benefits of a council-wide approach to customer management, including the front-door of Adults Health and Social Care.
2	OT/prevention led reviews for existing people	<ul style="list-style-type: none">● Focuses on delivering good quality services to maintain and maximise independence to better meet outcomes for individuals.● Supports the prevention agenda to tackle the root causes of issues and not just the symptoms through taking a strength based approach.● Underpins local networks of health and social care supporting potential commissioning intervention for individuals.
3	Extending face to face prevention work for new people	<ul style="list-style-type: none">● Shifting focus from management of care to enablement and prevention to avoid crisis

4	Development of options for more independent living	<ul style="list-style-type: none"> • Supports individuals to stay safe and well and live as independently as possible because the core aim of supported living is to restore and retain an individual's independence through supported living arrangements opposed to residential care, • Supports personal and community resilience through reducing dependence on council funded support where possible to benefit the individual.
5	Extend the range of options and approaches to facilitate how needs are met	<ul style="list-style-type: none"> • Much like project 4 this project supports individuals to live more independently through giving each individual more choice and control in decisions for their care and support • Views the citizen in the driving seat as the expert in their own life and gives them more influence to shape decisions that affect their life.
6	Performance framework and CMS development	<ul style="list-style-type: none"> • This project should be viewed as an enabler that is focused on demonstrating improved outcomes, the realization of benefits and tracking data to support the delivery of projects and not necessarily a project in itself.

Below are the key non-financial objectives that the Adults Transformation Programme aims to achieve both strategically and for citizens and the wider community.

Table - Strategic Objectives of the Programme

Strategic Objectives of the Programme
Help people to stay safe, well, and to live as independently as possible.
Enable all older and disabled citizens, including those with mental health needs, and children with disabilities and their families in Nottingham to live as independently as they can, with a connection to their communities. When formal care and support is needed, its aim will be to retain and restore independence.
Support the prevention agenda to tackle the root causes of issues and not just the symptoms.
Supporting people to define what they want to achieve and have choice and control over what happens to them, in the most appropriate setting, and how support meets their needs.
Focus on delivering better quality services that are appropriate and proportionate, achieving the best outcomes and a positive experience
Empower Nottingham City Council to work as "one council" to deliver services and support in a joined

up and efficient way.

Table - Objectives of the Programme for Citizens

Objectives of the Programme for Citizens
Support the outcomes in the Better Lives, Better Outcomes Strategy
Increase independence and reduce need for care.
Promote healthy lifestyles and intervene early when people's wellbeing is at risk to avoid crisis and loss of independence to support prevention.
Ensure citizens are connected to the resources and support in their local neighbourhoods.
Support personal and community resilience, strengths and resources, reducing dependence on council funded support where possible to benefit the individual.
View the citizen in the driving seat, as the expert in their own life; co-producing and shaping solutions around the outcomes which matter for individuals.

Table - Objectives of the Programme for the Wider Community

Objectives of the Programme for the Wider Community
Support people actively contributing to their local community, through volunteering, paid employment, and sharing their skills and knowledge with others.
Explore individual and community resources whilst identifying gaps for potential for positive community cohesion
Underpin the accessibility of local networks of health and social care support interventions and potential commissioning intervention.

Significant engagement and discovery work has taken place in the development of this programme and the six priority projects within it. To date this has included engaging with all teams within Adult Health and Social Care to understand challenges, ideas and opportunities. Furthermore, the projects proposed here include proven models that have improved outcomes and realised savings in other Councils, through a significant focus on prevention and other key areas. Importantly the delivery of the programme will be supported by the Council's Transformation Office to provide dedicated support to coordinate and facilitate delivery as part of the broader Council transformation. This

includes support with resources and capacity where required, an end to end governance process with escalation routes for issues and risks and reporting tools and templates to track progress.