

**Wiltshire Council**

**Health and Wellbeing Board**

**19 September 2017**

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**Subject: Adult Social Care Transformation**

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**Executive Summary**

The government has recognised the need to assist both the NHS and social care services, as the budget challenges and growing demand have had a significant impact upon services.

Therefore, in the March Budget, the government announced new money for Adult Social Care in England; £1bn in 2017-18, with a further £1bn over the following two years. Mr Hammond also announced £100m to help improve the flow of patients through accident and emergency departments, and £325m in capital funding to help implement plans for closer co-operation between the NHS and local authorities in some parts of England.

Adult Social Care supports people eligible under the Care Act 2014 who are over 18 years and have a learning disability, a mental health problem, a physical disability, a drug or alcohol problem or who are older and frail.

The Council, CCG and all health providers (GWH, SFT, RUH, WH&C, AWP) first met on 5th April 2017 to agree the Adult Social Care Transformation programme and the use of the additional social care monies provided to Wiltshire Council. The partners agreed that this money should not be spent on additional IC beds, but on supporting people to stay in their own homes.

The ASC Transformation Programme aims to deliver sustainable services that support individuals to maximise their independence and build on their individual strengths and those of their families and communities. This paper informs the Health and Wellbeing Board of progress to date.

**Proposal(s)**

It is recommended that the Board notes the progress to date.

**Reason for Proposal**

To ensure that the Health and Wellbeing Board is fully informed of this significant transformation programme

**Alison Elliott**  
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**Wiltshire Council**

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#### **Purpose of Report**

1. To inform the Health and Wellbeing Board of the Adult Social Care programme and report progress to date.

#### **Background**

2. The government announced additional monies for Adult Social Care in the Budget, recognising that the budget challenges and growing demand have had a significant impact upon services.
3. The new money for social care — £1bn in 2017-18, with a further £1bn over the following two years — was intended to support Adult Social Care in a number of ways and to ease pressure on hospitals. In Wiltshire, this relates to £5.8m for 2017/18, £5.1m for 2018/19, £2.4m for 2019/20. It is important to recognise that this money is non-recurring.
4. The grant paid to a local authority may be used only for the purposes of meeting adult social care needs; reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported.
5. The Government has made clear that part of this funding is intended to enable local authorities to quickly provide stability and extra capacity in local care systems. Local authorities are therefore able to spend the grant, including to commission care, subject to the conditions set out in the grant determination, as soon as plans have been locally agreed.
6. In terms of the wider context, the funding is also intended to support councils to continue to focus on core services, including to help cover the costs of the National Living Wage, which is expected to benefit up to 900,000 care workers. This includes maintaining adult social care services, which could not otherwise be maintained, as well as investing in new services, such as those which support best practice in managing transfers of care.
7. Wiltshire Council fully recognises the importance of possessing a strategic approach to the commissioning of services and the employment of these extra resources for adult social care to be deployed as part of a whole systems economy.

8. The Council, CCG and all health providers (GWH, SFT, RUH, WH&C, AWP) first met on 5th April 2017 to agree the Adult Social Care Transformation programme and the use of the additional social care monies provided to Wiltshire Council. The partners agreed that this money should not be spent on additional IC beds, but on supporting people to stay in their own homes. It was recognised, however, that to relieve immediate pressures pragmatic spend would be required. The additional resources have therefore been spent on;
  - Increased ambulance capacity at SFT to ensure people are discharged in a timely manner
  - Contribution to the cost of a Home First operational pathway lead
  - Increasing domiciliary care capacity in Salisbury
  - Increased short term care home capacity
9. The ASC Transformation Programme aims to deliver sustainable services that support individuals to maximise their independence and build on their individual strengths and those of their families and communities.
10. ASC in Wiltshire recognises that to achieve this aim it must address a number of challenges including providing an improved customer service, developing a seamless response with our partners, a focus on prevention and the creation of a diverse and sustainable market. The key areas of focus are:
  - Developing a model of prevention
  - Developing a reablement service that supports Home First
  - Increasing capacity in the domiciliary care market
  - Reviewing the residential and nursing care home capacity
  - Redesigned customer journey
11. A Transformation Programme Board was established in June 2017 to provide robust governance of the programme. The Wiltshire Adult Social Care Transformation Programme will deliver against five key objectives
  1. To manage demand more effectively, including investing in prevention, and be financially sustainable
  2. To ensure all services are structured efficiently and effectively across the whole system to improve flow and access to the right care at the right time in the right place.
  3. To ensure Wiltshire has a robust and effective workforce to meet the needs of our customers now and into the future.
  4. To work more efficiently and effectively with our partners utilising integrated systems and technology
  5. To implement a Reablement Service and increase the capacity within the domiciliary care market
12. Progress to date is set out below in the following areas:

### **Commissioning intentions and market position statement**

A review of the council's strategies and market position statement has been carried out. The Transformation Board approved the review and

agreed the need to increase capacity to develop these strategies further to support the transformation programme and market development.

### **Domiciliary Care Market Development**

An update paper was presented and approved by the Transformation Board on the 18th July and a domiciliary care options and recommendations paper will be presented in September.

### **Reablement Service & Customer Journey**

Financial modelling of demand for the front door, reablement and domiciliary care is currently being worked on. Initial work was presented to the transformation board with a business case being presented in September.

### **Learning Disability Market**

A business case has been approved which sets out the need for additional capacity to deploy a cost and progression model for packages of care. The recruitment to increase capacity is underway along with the development of processes and templates for delivery.

### **Engagement**

A communication plan has been developed and agreed by the Board in June. Staff, customers, carers and the public are fully engaged in developing the Programme through all staff meetings, workshops, involvement in the individual projects, engagement with Health and Wellbeing Boards supported by WSUN.

### **Financial Implications**

The funding allocation to Wiltshire is as follows

2017-18	£5.8m
2018-19	£5.1m
2019-20	£2.9m

The funding is non-recurrent and must be spent in accordance with the conditions of grant as outlined in the body of the report. An initial budget has been produced for 2017-18 with key areas of spend including additional capacity to lead and support the transformation, support for the delivery of savings targets agreed in the 2017-18 budget (as part of the overall transformation work) and some additional resource in the south of the county as outlined above. Currently £1.9m remains unallocated in 2017-18 however business cases for the main workstreams will be presented to the Board in September.

### **Next Steps**

13. The Transformation Board meets monthly and is responsible for monitoring progress against the programme plan and timeline. The Transformation Programme also reports to the Joint Commissioning Board.

14. It is intended that the redesigned Adult Social Care service, the reablement service and the increased domiciliary care capacity will go live in May 2018.

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