

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd June 2015

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WARD(S): All

PORTFOLIO: Health and Wellbeing, Cllr Sabia Hussain

PART I **NON-KEY DECISION**

PROMOTING AND SUPPORTING THE WELLBEING OF RESIDENTS WITH THE VOLUNTARY SECTOR 2015 – 2020 PARTNERSHIP STRATEGY

1. **Purpose of Report**

The report presents the new strategy - Promoting and supporting the wellbeing of residents with the voluntary sector 2015 – 2020 Partnership Strategy. The aim of the strategy is to enhance the wellbeing of adults by meeting their health and social care needs by remodelling the provision and support provided by the community and voluntary sector in Slough. The strategy also aims to ensure that new duties on the Council arising from the Care Act; the priorities set out in the Council's Five Year Plan; integrated working and the need for more joined up prevention services that achieve key priority outcomes will all be met. This is a joint strategy with Slough Borough Council (Adult Social Care and Public Health) and Slough's Clinical Commissioning Group (CCG) and sets the direction for the work of the Council and the Slough CCG with the voluntary and community sector in Slough and the future funding that will be available.

2. **Recommendation(s)/Proposed Action**

The Cabinet is requested to resolve:

- (a) That the strategy be approved.
- (b) That the Director of Wellbeing, following consultation with the Leader of the Council and Commissioner for Finance & Strategy, be given delegated authority to approve the outcome of the tender process to deliver this strategy.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The strategy relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities and cross cutting themes including civic responsibility.

3a. **Slough Joint Wellbeing Strategy Priorities**

Wellbeing Priorities:

- Enables people to make positive informed choices about their care and support
- Intervene early to promote healthier lifestyles and choices
- Maintain a person centred approach to service provision

- Provide effective universal and tailored services for adults to allow them to live independent, socially inclusive lives

Safer Communities

- Improve public information and help people have an active role
- Focus on ensuring personal safety and high quality service provision

The Strategy also contributes to the cross-cutting theme:

Civic Responsibility (Community Cohesion)

- Promotes and enables involvement in community activities
- Reduces inequalities and promotes fair access to high quality services

Slough Joint Strategic Needs Assessment

- The strategy has been produced in alignment with the key needs assessment data in the Slough JSNA to ensure prevention services form a key part in reducing inequalities and effective demand management.

3b. **Five Year Plan Outcomes**

More people will take responsibility and manage their own health, care and support needs. The strategy has within it a focus on supporting people and communities to maintain or regain independence where possible and support a culture of greater self care and shared responsibility.

4. **Other Implications**

(a) Financial

Initially the level of funding is a continuation of existing funding levels to the Voluntary and Community sector. In year 1 £1.37 million will be committed to procuring services to deliver health and social care outcomes including £0.2m of Slough CCG funding in the Better Care Fund. In year 2 funding reduces to £1.2 million and in year 3 the funding will be £1.03 million.

Moving to an outcome based approach with joint funding will allow for improved integrated working and will deliver improved efficiencies through reducing duplication of provision and streamlining information sharing.

During the term of the strategy work will be carried out to attach monetised values to the outcomes to develop a payment by results methodology.

Service outcomes will be aligned with and contribute to Better Care Fund outcomes for a more proactive approach to intervention of support so as to avoid, delay or reduce likelihood of admission to hospital.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal - Infrastructure funding arrangement with one large commissioned provider may impact procurement process	Seeking expert advice from counsel decision on procurement route will be subject to advice to ensure procurement is in accordance with Procurement Regulations. Preferred method open tender process.	Tendering through outcomes based specification will open the market to potential new providers. Improved joint working and better value for money.

Property - some existing provision utilises council owned buildings	On going consultation with asset management on future use of buildings.	More service users will access universal services rather than use specialist provision only.
Human Rights	Engage service users and potential service users in strategy development.	Improved wellbeing for residents and positive experience of services.
Health and Safety	None	None
Employment Issues	Consultation with existing providers including impact assessment of funding ceasing.	Opportunity for a wider range of organisations to receive funding. Increased volunteering will raise employability of more individuals.
Equalities Issues	EIA carried out	Reduce health inequalities. More access to universal services.
Community Support	Engagement of key stakeholders through out the process.	Improved opportunities for co-production.
Communications	Full engagement with key stakeholders. Comprehensive programme of workshops with VCS sector. Report to Health & Wellbeing Board.	Raise profile of VCS in reducing care and support needs.
Community Safety	None	Reduced number of socially isolated vulnerable people
Financial	Robust risk and project management in place	Improved joint working and better social value
Timetable for delivery	Implementation 04/01/2016 with regular monitoring and good project governance	Meeting the timetable will enable the services to be in place asap and start to deliver sooner to meet the agreed outcomes.
Project Capacity - Complex project that needs to configure to disparate requirements in short period of time.	Project steering group and delivery group in place.	Improved partnership working and market development.
Other - failure of existing providers to receive on-going funding may result in reputational damage.	Consultation with service users, stakeholders and existing providers including impact assessment of funding ceasing underway.	Organisations may lever in alternative sources of funding.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications that will arise from the strategy.

(d) Equalities Impact Assessment

The Equalities Impact Assessment examines how the strategy and framework will ensure equality of access to council support and funding.

The new outcome based commissioning model sets out how the Council will deliver on the Strategy in order to achieve the best possible outcomes for the residents of Slough.

(e) Workforce

In the immediate short term there will be no workforce implications for SBC staff. There is likely to be an impact on the existing workforce working and volunteering in the current services funded by the council and Slough CCG if there is a change of providers or services as a result of this re-commissioning work.

(f) Property

Existing providers use Council owned buildings to deliver day services. If they are unsuccessful when services are re-commissioned then the Council may lose rent income on the buildings.

5. **Supporting Information**

The strategy document sets out a number of challenges facing the Council, Slough CCG and the Voluntary Sector in supporting adults with health and social care needs to live independently at home. It aims to provide an overarching framework for the future relationship between the council, our partners and Slough's voluntary and community sector. We will use it to guide how we will work with the boroughs voluntary and community sector to deliver these priorities.

In the current economic environment, the way the council, its partners and the community and voluntary sector work together, will need to change if we are to deliver improved outcomes for the benefit of our residents and communities. For example, with increasing demand for health and social care services in Slough there is huge potential for the voluntary sector to step in and meet needs, by acting more entrepreneurially, and to be able to compete with the private sector in tapping into new and growing markets.

As a consequence we need to create a significant change in our relationship with the sector, based on clear priorities and outcomes that improve people's lives - rather than simply funding individual organisations and services as we have been doing for sometime. This does not mean that we do not value each and every one of the organisations operating in our community but we will need to concentrate resources on the highest priorities.

Therefore our emphasis will be on preventing future demand on public services through prioritising prevention.

Whilst these are significant changes we still wish to develop the conditions which will allow the voluntary and community sector in Slough to thrive and this Strategy represents the first step in that process.

5.1 The strategy sets out the following vision for working with the community and voluntary sector:

'To promote a healthy and thriving voluntary and community sector that focuses on meeting the needs of the most vulnerable adult residents living in Slough'

5.2 To help us achieve this, the strategy has 4 key aims:

- Find innovative and effective ways to provide high quality services and support with and for residents.
- Focus on shared outcomes which enhance wellbeing through promoting prevention services which avoid, delay and reduce the need for care and support.
- Support the community and individuals to be more resilient and do more to help themselves to meet their health and care needs.
- To improve social value by taking into account social, economic and environmental value when choosing suppliers rather than focussing solely on cost. The expectation is that this will enable smaller organisations or those from the charitable and voluntary sectors to compete more successfully.

5.3 To deliver the key aims we will work in partnership with the local voluntary sector, community groups and networks to develop services that achieve the following positive outcomes for people in Slough:

- Access to good information, support, advice and, for those that need it, advocacy so that **people have more choice and control in making decisions about their lives while reducing inequalities in accessing services and in achieving positive outcomes.**
- Services and support that enable people to change their lives for the better so they **stay healthy and actively involved for longer while reducing the need for more intensive targeted services.**
- Providing **joined up and person centred care and support that enables service users and carers to plan all aspects of their lives using personal budgets and direct payments** where they want them.
- **Access to active and supportive communities** that offer better personal and social support networks and membership of groups; welcoming and inclusive local communities; opportunities to participate and make a contribution and support for carers
- **Carers are supported to carry out their caring role and supported to have a life of their own**
- Maintaining independence with help for **people to stay, or get back, home**
- **Improving economic wellbeing, financial inclusion** with support to develop the skills and knowledge to enter or maintain employment.

5.4 There is already considerable good practice shown by many within Slough's voluntary and community sector and we need to continue to build on this expertise to help develop new projects and services that meet the needs of individuals, groups and communities. In this way Slough's voluntary and community sector can add social value - by improving the well-being and quality of life of our communities and developing the skills and resilience of local people.

5.5 The strategy sets out how SBC and Slough CCG will work together to fund the voluntary and community organisations to deliver health, social care and wellbeing outcomes for the people of Slough.

- 5.6 The joint strategy will lead to the investment from SBC and Slough CCG of approximately £3.6m over a proposed 3 year contract period (with option to extend for up to a further two years). This commissioning model will enable our partners in the Voluntary and Community Sector to take a preventative approach to meeting care and support needs in our local communities over a longer timescale rather than the in year contacts and agreements they currently have.

We are using an outcome based approach to commission services from voluntary and community organisations which will enable us to enhance the capacity of individuals and the wider community to provide personalised preventative support that builds on people's strengths and assets to reduce the demand on social care and health services.

6. **Comments of Other Committees**

The strategy was considered at the Slough Wellbeing Board meeting on 13th May 2015. The strategy was well received with a caveat that given the unique structure of the voluntary and community sector close support and communication is provided by the Council to effectively manage the process of change that will take place through the commissioning process.

7. **Conclusion**

This report outlines how we will work with the voluntary and community sectors to deliver key outcomes to improve the health and wellbeing of residents living in Slough. The strategy aims to ensure that the outcomes which have been informed through engagement with the voluntary and community sector are delivered working in partnership with residents, Slough CCG and public health. The change of focus from current services and supports provided by the voluntary and community sector will deliver greater health and social care benefits and longer term savings in health and social care as well as enhancing individuals' quality of life.

8. **Appendices Attached**

'A'- Draft Promoting and supporting the wellbeing of residents with the voluntary sector 2015 – 2020 Partnership Strategy

9. **Background Papers**

None