

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 18 NOVEMBER 2020

PEOPLE AND COMMUNITIES STRATEGY

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an overview of the new Strategy for People and Communities. The Strategy represents a strategic plan for change within the Council's Directorate of People (The Directorate), to a strengths-based model.
2. Senior Officers from the Directorate of People and the Cabinet Member with Responsibility for Adult Social Care have been invited to the meeting.

Background

3. Following the creation and implementation of the revised strategic directorate model across the Council and appointment of the Strategic Director for People in May 2020, the strategic direction of travel for the People Teams has been established.
4. Aligned to the Corporate Strategy and shaped by the COVID-19 experience internally and system wide, the People Directorate approach is to review and redesign the service offering via a transformation programme that promotes independence and focuses provision of more complex support to those most in need.
5. In essence, the ambition and priority is to "work with partners to ensure that Worcestershire residents are healthier, live longer, have a better quality of life and remain independent for as long as possible."
6. In order to deliver the Strategy and significant efficiencies that are targeted within, implementation of a revised Target Operating Model (TOM) for the Directorate that is future-proofed for at least 3 years is an essential element for success, beginning with leadership.

Strategic Aim

7. The Directorate Strategy focusses on outcomes for people and is a single Strategy for both people and the communities in which they reside.
8. It will create a clear offer that enables people, maximises use of the Council's assets, resources and workforce which is accessible to all and easy to use. It will also reduce duplication in buildings, systems, processes, commissioning, and service responses.

9. The Directorate aims, through its strategic approach, for Worcestershire's citizens to:

a) Be independent and connected:

- This is for people who require some assistance to improve aspects of their life. All universal services to **be safe and well** are also available in combination with this level of support. This is our prevention and early help offer for people who may otherwise require eligible services under the Care Act.

b) Be supported:

- This is for customers who are eligible under the Care Act for care and support. However, before they access that level of care and support, they should be able to explore all the range of options under **be safe and well** and **be independent and connected** because this enables people to live a good quality of life
- If eligible services are also required, they can be mixed and matched with **be safe and well** and **be independent and connected** as suits that individual
- People who access services to **be supported** should be able do so in the least intrusive way and for the shortest time to enable them to be independent and live a good quality of life.

c) Be safe and well:

- Able to live the life and do the things a person wants to do as independently as possible with respect and dignity, in a safe and supported way
- That advice is available when needed and care/support is designed around the individual needs.

Drivers for Change

10. The COVID-19 pandemic has brought many issues into sharp focus for those who work within people and communities. The levels of need have been high at times, but also the way people have looked out for each other and supported themselves after receiving advice and guidance has been heartening.

11. The Directorate now knows far more about its communities than ever before. The Directorate also knows where greater input for people is required at times of local or national turbulence. Local authorities and other public bodies have been united in collaborating with partners and people in a mutually respectful and co-productive way.

12. COVID-19 aside, there are a number of professional, economic, system and national drivers for taking the approach outlined.

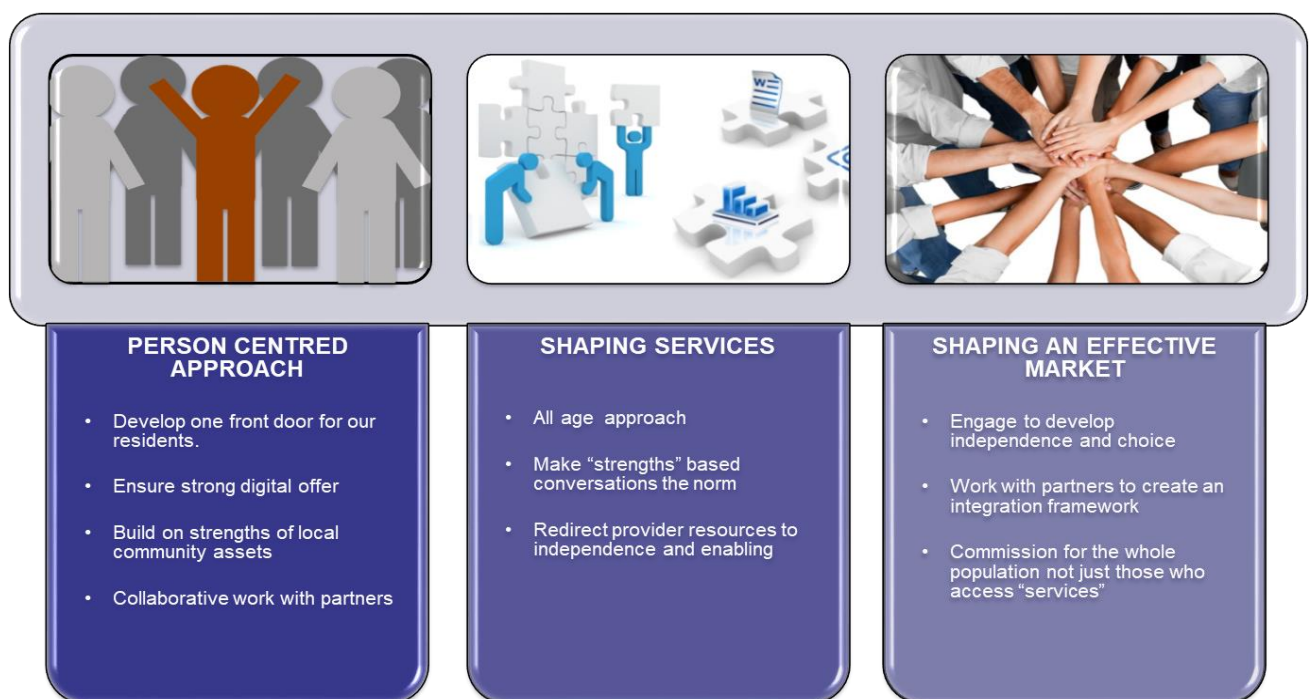
13. Worcestershire County Council is committed to working in full partnership with citizens and communities with an ethos of mutual respect and co-production. The starting point for that partnership is one of empathy, understanding, and looking out for each other.

14. What do we know:

- Population health, wellbeing policies and behavioural science teaches us that small adjustments made by individuals can enhance our lifestyle and wellbeing
- A sense of belonging, positive relationships and contributing to community life are important to people's health and wellbeing
- This is even more so during times of personal trauma (such as bereavement, ill health, loss of employment or your home) and local and national issues such as floods or pandemic
- Co-production is key: people are involved as equal partners in designing their own solutions. They can choose and steer those solutions, which better meet their requirements and are cost effective
- People are treated equally and fairly, and the diversity of individuals and their communities are recognised and involved as a strength.

Strategic Delivery

15. The Directorate's Strategy focuses on people, not organisations. It will be delivered via a series of workstreams grouped together under 3 strategic pillars of change.



16. Work has begun in designing workstreams, some are heading into implementation and others have been launched e.g. the revised service for reablement was launched on 26 October 2020. It is anticipated that the full programme will be delivered during financial year 2022/3, with the majority of implementation across the financial year 2021/2.

- Each workstream is undergoing a rigorous approval and monitoring process in line with Council procedures and will be led by a senior manager supported through a team of appropriate experience and skilled project managers.
- This will entail revisions to service configurations:

- The Directorate will demonstrate a “One Worcestershire” approach – across Council departments and with partners to provide effective and efficient services across the County
- Some services will become much more integrated
- Some teams will become co-located and work more closely together than ever before
- The aim is to provide seamless care to the customer, to promote independent living with equality of access.

17. In some circumstances, consultation will be required:

- Where change affects employees, the Directorate will consult with them and their representatives through existing Council processes
- Where change impacts our partners, the Directorate will consult with them across the system, including health, the voluntary sector and providers as appropriate
- Where change directly impacts customer groups, the Directorate will consult with them and their carers as appropriate.

18. Further information about the Directorate’s Strategic Plan for a strengths-based approach is included in the presentation slides at Appendix 1.

Equality and Diversity Implications

19. Each workstream, through the cases for change will include a full equality assessment to ensure that all potential equality and diversity implications are both considered and addressed as each element of implementation progresses.

Purpose of the Meeting

19. Members are invited to consider and comment on the information discussed and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to the relevant Cabinet Member.

Supporting Information

- Appendix 1 – Presentation on People and Communities Strategy

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.