

REPORT TO:	Adult Social Services Review Panel – 27 April 2016
AGENDA ITEM:	6
SUBJECT:	Update on the Transformation of Adult Social Care Programme
LEAD OFFICER:	Graham Terry, Head of Transformation, Peoples Department
CABINET MEMBER:	Councillor Louisa Woodley , Adult Services and Health
WARDS:	All
<p>1.0 Background</p> <p>1.1 As referred to in the last paper presented to Cabinet in January 2016, the TRASC Programme was described as an essential component to enabling the Council to deliver personalised services, as well as a financially sustainable adult social care system in response to reducing budgets and increasing demand arising from an aging population and an increase in clients with increasingly complex needs.</p> <p>1.2 The Programme will also reduce the underlying cost pressure through better demand management, effective commissioning and promoting independence at every opportunity to release further cost efficiencies. The intended benefits of the Programme are:</p> <ul style="list-style-type: none"> • People will have better access to advice, information and targeted prevention that will help them to live their lives without support from the Council; • People will be supported through re-ablement to be as independent as possible; • People will have more choice and control, leading to higher satisfaction levels; and • More people will be supported to live independently. 	
FORWARD PLAN KEY DECISION REFERENCE NO: This is not a key decision	

1. RECOMMENDATIONS

The Panel is asked to note the contents of this report.

2. EXECUTIVE SUMMARY

- 2.1. The report provides an update on the activity of the Transformation of Adult Social Care Programme for each of its four work streams.

2.0 Programme Management

- 2.1 The TRASC Programme is split into four work streams. A description of each work stream is provided in section 3.0.
- 2.2 The Programme is governed directly by a Programme Board comprising representatives from the following business areas:
- Adult Social Care
 - Children's Social Care
 - Croydon Challenge Lead for People Department
 - Gateway Programme
 - Finance
 - Commissioning
 - HR
- 2.3 Each work stream is governed by an Implementation Management Group to provide subject matter expertise, direction, monitoring and early resolution of risks and issues.

3.0 Current Progress

- 3.1 The progress of work delivered by the Programme since the last ASSRP is outlined below:

Work stream 1: A Life Not a Care Plan (Managing Change and Enabling the Workforce)

- 3.2 This Work stream is focussing on changing our culture, communicating the ASC offer, engaging all our stakeholders and enabling our workforce. The progress completed to date includes:
1. Customer engagement:
 - a. A meeting with CASSUP on the 19th January agreed the co-production approach would be adopted wherever possible in the TRASC programme.
 2. A training session for members on Direct Payments is being planned
 3. Key internal stakeholders are being engaged to make full use of the Council's own resources: HR, Organisational Development, Learning and Development and Communications.
 4. Work continues to further increase staff awareness of the Programme and the proposed changes
 - a. A second staff conference will be held on the 12th may
 - b. Presentations at Team Manager meetings
 - c. Attendance at team meetings (across all client groups)

- d. Publication of articles in Croydon Digest
- e. One-to-one meetings with subject matter experts (e.g. advanced social workers).
- f. Shaping of a staff champions group to support the co-production principle of the Programme.

Work stream 2: A New Operating Model

3.3 This Work stream is focussing on designing and implementing an operating model to deliver personalisation in context of the Outcome Based Commissioning Accountable Provider Alliance (APA) for over 65's, the All Age Disability (AAD) service for 0-64, interfacing the new model with Gateway, as well as other enabling work streams such as data and information sharing and ICT infrastructure. The progress completed to date includes:

- 1. ASC restructure of Tiers 1 and 2 completed.
- 2. An analysis of the ASC Referral pathway is well underway and has already resulted in the implementation of a "quick win" to improve the efficiency in processing of OT and two other team's referrals through removing the bottleneck created by these passing through the Central Duty Team. The focus of this work is to ensure the pathway is fully compliant with the Care Act and in collaboration with colleagues in Gateway to promote access to enablement and welfare, housing and employment and reduce demand on adult social care.
- 3. A Safeguarding redesign project has begun and will focus on implementing safeguarding as a generic skillset across all practitioners in each service area. This is due for completion in October.
- 4. There are gaps in our current Standard Operating Procedures (SOPS) which provide policy and guidance for care managers and ASC staff. The priorities for the first development of the new and updated SOPs will support changes in our referral pathways, the use of direct payments and the new operating model for ASC. A more complete set of SOP's is due for completion by October 2016.
- 5. Re-ablement services – work is underway on the recommendations in the review of these services. A number are taken forward in our contribution to the model of care and an integrated independent living service in the preparations for the Accountable Provider Alliance.

Work stream 3: A Financial Sustainable Model of Adult Social Care

3.4 This Work stream is focussing on demand management, financial control, value for money and efficiency savings projects. Our main focus to date has been to establish the capacity to undertake the reviews of people with a learning disability with high needs in placements. This project will work with up to 44 people over the next 4 months of this pilot. It has already helped 6 people to receive Continuing Health Care funding, and a more suitable placement to meet 1 persons needs during the re-assessments conducted so far. A steering group has been established to monitor practice and progress.

Work stream 4: Commissioning for Personalisation

- 3.5 This Work stream is focussing on achieving outcomes and a sustainable model of ASC; via market facilitation for direct payments; commissioning of effective payroll and support planning and brokerage services; domiciliary care and care home market management, supported living accommodation and the accreditation of personal assistants.
1. Completed work on a single list of commissioning activity across the SCC, ASC and the ICU to reflect the new structure for these two merged divisions
 2. Following on from the review of direct payments by Ernst and Young, we will be starting a pilot later this month with 20 people to test the opportunity and options for a new model of care in the form of Peer Support Brokerage in Learning Disability Services.
 3. Croydon Council has now launched Pre-Paid cards for direct payments. The new Pre-Paid cards are provided by Advanced Payment Solutions Limited and can be credited with the service user's direct payment so that they can use it to purchase the required goods and services as set out in their support plan.
 4. The card is MasterCard enabled, which means that it can be used anywhere that accepts MasterCard. It is also similar to a debit card, so it can be used to pay for goods and services up to the value that is loaded onto it. It is possible to make BACS transfers to other bank accounts through both online and telephone banking. Standing orders and direct debits can also be set up from the account.
 5. If a service user has been assessed to pay a contribution towards their care services, it will be necessary for this contribution to be paid into the Pre-Paid card account directly from their personal account. This way, the funds are immediately available to pay for care services.
 6. The Pre-Paid cards have now been launched through the CASSUP event and also through three staff conferences held in March & April 2016. At this early stage there are no service users using a Pre-Paid card, however it is expected that the card will be offered as the preferred option for new service users who would like to take up a direct payment.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The effect of the decision

The budget savings target for 2016-17 for adult social care including the TRASC programme total £3.111m.

The TRASC savings project has a total programme budget of £2.122m to deliver savings across three years of £7.4m

5.2 Risks

A detailed evaluation of the savings plans is being undertaken and further savings options are being developed to replace any savings plans that are likely to under-deliver due to changes in circumstances.

Work is being undertaken in conjunction with the Gateway programme to identify areas where cost reduction savings can be obtained.

5.3 Options

The budget savings were identified as part of the 2015/16 budget setting process, during which a number of options were identified and evaluated.

5.4 Future savings/efficiencies

The programme will review savings options on a monthly basis to ensure they are on target to deliver, where delivery is not possible, alternative projects are identified and where possible further savings are identified and achieved.

Lisa Taylor Assistant Director of Finance and Deputy S151 Officer

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 None for the purpose of this report.

7. HUMAN RESOURCES IMPACT

7.1 The restructure of Adult Social Care at tiers 1 and 2 have been completed in line with the Council's human resources policies and procedures. As the programme continues it will actively engage and consult with key stakeholders to transform Adult Social Care, in relation to the four work streams. As such any HR implications will be identified as the programme is developed further and will be managed in accordance to Council policy and employment legislation.

(Approved by: Deborah Calliste, HR Business Partner, on behalf of the Director of Human Resources)

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