REPORT TO:	Adult Social Services Review Panel – 5 July 2016
AGENDA ITEM:	7
SUBJECT:	Update on the Transformation of Adult Social Care Programme
LEAD OFFICER:	Graham Terry, Head of Transformation and Clienting, Peoples Department
CABINET MEMBER:	Councillor Louisa Woodley , Cabinet Member for Families, Health & Social Care
WARDS:	All

1.0   Background

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.

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:

- 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

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1.   **RECOMMENDATIONS**

1.1 The Panel it recommended 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.

2.2   Programme Management

2.2.1   The TRASC Programme is split into four work streams. A description of each work stream is provided in section 3.0.

2.2.2   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

2.2.3   Each work stream is governed by an Implementation Management Group to provide subject matter expertise, direction, monitoring and early resolution of risks and issues.

2.3.0   Current Progress

2.3.1   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)

2.3.2   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. We met with the Community Hub at Croydon People First on 15th June to present the work we are proposing to undertake as part of the TRASC Programme (including introducing our LD Narrative and Strategy). A number of volunteers came forward to be involved in the co-production of our plans for day services, respite and Supported Living. The LD vision and narrative was well received and endorsed.
   b. A similar meeting has been planned with the "Making a Difference" Group and the Keyring Group.
2. Staff engagement:

a. The ASC Staff Conference was held on 12th May. The overall feedback received. A summary of the feedback is as follows:

   i. Some staff would have liked the Conference to have been longer in duration.

   ii. There are concerns around Agile working and how it can be applied to social care. We are addressing this by setting up a working group specifically to look at this.

   iii. Staff found the presenters' styles to be upbeat and informative, lively and interactive.

   iv. For the next Conference, staff would like the focus to be on the staffing structure; more information on Agile working; more focus on the impact of the changes on staff; updates from teams themselves; forward plan for the next 6-12 months; updates from each of the Workstream in the TRASC Programme; use of case studies; information on how we plan to co-produce with service users;

3. A training session for Members on Direct Payments is due to take place on 11th July (2pm-4.30pm) and/or 12th July (6.30pm).

4. Work continues to further increase staff awareness of the Programme and the proposed changes

   a. Presentation to Croydon People First attendees.

   b. Creating opportunities for service users to get involved in co-producing some of the key aspects of the Programme (e.g. Strategy for Learning Disability).

   c. Presentations at Team Manager meetings

   d. Attendance at team meetings (across all client groups)

   e. Holding a number of Champion and Working Groups so that staff can get involved in shaping various aspects of the Programme.

Work stream 2: A New Operating Model

2.3.3 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 Referral pathway – some of the action we have taken include:

   a. Updating the ASC referral pages on the Croydon public website.

   b. Streamlining the pathways for safeguarding referrals. This involves working with the Police as well as reviewing the safeguarding triage pilot.

   c. Distributing an email to staff directing them on the correct use of the Contact Centre.

   d. Streamlining the script for OTs.

2. An "Integration Champions" group has been set up and will hold its first meeting on 16th June 2016 for the Safeguarding Redesign Project. This group, made up of staff from various teams and levels, will design how safeguarding will be integrated into general social work practice.

3. The first draft of the Standard Operating Procedures (SOPs) has been produced. These are important guides to aid consistency of adult social care practice and the new approach to asset-based practice for adult social care staff.
4. An options appraisal on the development of a resource allocation system (RAS) can promote a fair, equitable and transparent allocation of adult social care resources.

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

2.3.4 This Work stream is focussing on demand management, financial control, value for money and efficiency savings projects. Our main focus to date has been on setting up sustainable monitoring arrangements to track our performance against efficiency savings. The High Needs Review Project continues to deliver improved outcomes and reduced cost with the cohort of people being reviewed.

Work stream 4: Commissioning for Personalisation

2.3.5 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 creating a single approach for our commissioning intentions for the 0 – 65 Service. This will be presented to the Joint Commissioning Executive on 20th June.

2. Following on from the review of direct payments by Ernst and Young, we will be starting a pilot with 20 service users from the LD community to test the opportunity and options for a new model of care in the form of Peer Support Brokerage in Learning Disability Services. The 20 LD service users have been identified and we will now start to make contact with them to gain their consent to take part in the pilot.

3   FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

3.1 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

3.2   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.

3.3 **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.

3.4 **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

4. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

4.1 None for the purposes of this report

5. HUMAN RESOURCES IMPACT

5.1 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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