

REPORT TO:	Adult Social Services Review Panel – 9 November 2016
AGENDA ITEM:	6
SUBJECT:	Update on the Transformation of Adult Social Care Programme
LEAD OFFICER:	Graham Terry, Interim Head of Transformation and Clienting, People Department
CABINET MEMBER:	Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care
WARDS:	All
Corporate Priority / Policy Context The Transformation of Adult Social Care (TRASC) Programme is aligned to the corporate Independence Strategy to promote independence as assist residents in maintaining their independence for longer. The Programme will meet the following strategic objectives: <ul style="list-style-type: none"> • To help families and individuals be more financially resilient and live affordable lives. • To help people from all communities live longer, healthier lives through positive lifestyle choices. • To help families be healthy and resilient and be able to maximise their life chances and independence. • To have the right people with the right skills in the right jobs. 	
Financial Impact The TRASC savings project has a total programme budget of £2.122m to deliver savings across three years of £6.18m (revised down from £7.4m).	
FORWARD PLAN KEY DECISION REFERENCE NO: N/A	

1. **RECOMMENDATIONS**

The Panel is recommended to note the contents of the report.

1. **BACKGROUND**

- 1.1 The Transformation of Adult Social Care (TRASC) Programme is key to enabling the Council to deliver personalised services, as well as a financially sustainable adult social care system. It is a 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 underlying cost pressures 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 Reablement to be as independent as possible.
- People will have more choice and control, leading to higher satisfaction levels.
- More people will be supported to live independently.

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.

Programme Management

- 2.2 The TRASC Programme is split into four work streams. A description of each work stream is provided in section 3.
- 2.3 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
- 2.4 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 CURRENT PROGRESS

- 3.1 The progress of work delivered by the Programme since the last report to the Adult Social Services Review Panel on the 5 July 2016, is outlined below.

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

- 3.2 This Workstream is focussing on changing our culture, communicating the Adult Social Care (ASC) offer, engaging all our stakeholders and enabling our workforce. The progress completed to date includes:
1. Customer engagement:
 - a. We shared our progress on developing an asset-based approach and our revised asset-based assessment and support planning form for residents with CASSUP and the Making a Difference Group for feedback.
 - b. Following a tender process involving Croydon People First we have appointed The Public Office Company to lead a three month period of co-production with residents with a learning disability carers and stakeholders.
 2. Staff engagement and development:
 - a. The staff learning and development plan for TRASC has been finalised.
 - b. Training for staff on embedding an asset-based approach and advocacy has commenced.
 - c. Completed the training of Contact Centre staff on safeguarding in order to improve the referral pathway.
 - d. Provided training to ASC managers on the revised asset-based assessment and support planning form.
 - e. Published newsletter for staff providing updates on TRASC Programme developments (please see [Appendix I](#) below).

Workstream 2: A New Operating Model

- 3.3 This Workstream 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. Personal Assistant Register – a bid for funding was submitted to Skills for Care, but was unfortunately not successful; alternative options for establishing a register are being explored.
 2. Safeguarding – we have liaised with the Police Service on improving our joint efforts in safeguarding adults. The phased rollout of integrating safeguarding into wider social work practice has begun with the Learning Disability (LD) Team.
 3. Adult Social Care Pathway – reduced staff time in processing Contact Centre referrals into AIS (our case management system).
 4. Support Planning and Brokerage – we have worked with a partner organisation to run a pilot testing a peer support planning and

brokerage model. We are currently reviewing the feedback and exploring our next steps.

5. CREST – We are in regular liaison with the Gateway Phase 2 Programme who are developing CREST – a team of staff who will triage ASC queries and provide a holistic and responsive service at the front door. ASC-specific training will be provided to CREST staff.
6. Carers – we have developed a carers Resource Allocation System, supported by a carers assessment form in order to increase our offering to this resident group. The Carers Forum have welcomed the RAS.
7. The 0-25 service went live in April. Subsequently, we have worked together on safeguarding, the development of standard operating procedures, direct payments and the inclusion of some transitions within the high needs review team.
8. In order to align older peoples social work teams with the OBC models of care and the six GP network areas to increase MDT working.

Workstream 3: A Financially Sustainable Model of Adult Social Care

- 3.4 This Workstream 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 and has therefore been extended until June 2017, expecting to deliver a further saving of £800k.

Workstream 4: Commissioning for Personalisation

- 3.5 This workstream 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. Attendees of Cherry Orchard day centre have successfully moved to alternative venues in order to vacate the site for building work that enables the Youth Zone development. The managers and staff at Cherry Orchard played a huge role in supporting and reassuring attendees and their families.
 2. We have procured more advocacy providers to increase the capacity available to support vulnerable adults to access our pathway and support people during reviews and any changes to services and so on.
 3. The co-production partner (The Public Office) will jointly develop a vision and blueprint for the future of services and opportunities for people with a learning disability, carers and key stakeholders by the end of January 2017.

4 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 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 and Managing Demand Programme to identify areas where cost reduction savings can be obtained.

4.2 Options

The budget savings were identified as part of the 2016/17 budget setting process, during which a number of options were identified and evaluated. These savings are being reviewed and updated where circumstances have changed, as part of the 2017/18 budget setting process.

4.3 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.

Approved by: Lisa Taylor Assistant Director of Finance and Deputy S151 Officer

5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

5.1 The Acting Solicitor to the Council comments that there are no direct legal issues arising from the content of this report.

Approved by: J Harris Baker, Acting Council Solicitor and Monitoring Officer.

6. HUMAN RESOURCES IMPACT

6.1 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. Plans are being developed to shape the third tier structure below each Head of Service. 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

CONTACT OFFICER:

Graham Terry – Head of Transformation and Clienting
graham.terry@croyon.gov.uk
0208 726 6000 ext 62000

APPENDICES:

Appendix 1: TRASC Newsletter for Staff (September 2016)

Transformation of Adult Social Care

TRASC Programme Management Office

Dear colleague,

There has been a huge request for further information on the Transformation of Adult Social Care (TRASC) Programme, so we have produced this newsletter to provide all staff with an update on developments. If there is anything you would like to see included in the next TRASC Newsletter, please send an email to TRASC@croydon.gov.uk

What have we all achieved?!

- **Reconfigured ASC "front door"** – OT referrals are now passed straight from the Contact Centre to the Duty Occupational Therapy (OT) Team; plus we have set up a new Safeguarding Triage service to help manage the demand on the Central Duty Team (CDT). Additionally, we will be moving a CDT Duty Officer and an OT Aide into the Contact Centre for three days a week on a duty/rota to support Contact Centre staff and improve customer experience. This has helped to relieve the CDT of spending 26 hours per week on processing OT referrals.
- **Strengthening our Care Act Compliance** – in order to build on the Care Act compliance work that had already been underway, we have worked with approx. 20 staff from various teams and grades to jointly re-design forms to adopt an asset-based approach – the Assessment, Support Plan and Review forms for clients and carers, alongside Staff Instructions are in their finishing stages.
- **Created innovative solutions for residents with high learning disability needs** – an example of the work we have done is shown on the next page.

Upcoming Events

19th Sept & 24th Oct

Asset-Based Training and Advocacy Under the Care Act Training. (Sign up via Croydon Learning).

By 30th Sept - Compulsory Safeguarding Training for All LD & PD staff

Sect. 42 training (e-learning) Mental Capacity Assessment (e-learning). (Sept – Nov)

By 31st Oct - Agile Workshops

Find out how to use your new laptop. Sign up via Croydon Learning for the Agile e-learning module.

1st Nov – Welcome to 0-25 SEND Service!

From 1st Nov, 0-25 SEND service will officially transfer from Children's Services Directorate under Ian Lewis to Adult Social Care & All Age Disability Service under Pratima Solanki.

Important Announcement!

Webinar recordings are available (from Belinda Schwehr) – essential listening to deepen your understanding of the Care Act and ensure legal compliance. Ask your Team Manager for log-in details (or Helena.Cava@croydon.gov.uk).

- **Connected with our customers** – by providing various talks and updating relevant web pages on the Croydon website to ensure the public are informed about relevant changes that are happening.
- **Getting ready for Safeguarding integration** - Safeguarding training courses have begun to be rolled out for ASC Teams in preparation of the integration of safeguarding work back into the whole service. The Safeguarding Integration Champions Group made up of staff from a range of teams have so far helped to reduce 50% of Safeguarding concerns resulting in a Section 42 investigation; more effectively manage 120 Merlins per month, thus relieving pressure on the Contact Centre. The Project aims to have everyone trained before the new structure is fully implemented early next year, as well as rolling out a new supervision and recording policy and quality assurance framework.
- **Working towards standardizing the way that we work** - staff told us they needed guidance and that our policies were out of date. We have engaged with a number of staff in order to create Standard Operating Procedures.
- **Made improvements to the step-down Reablement service** – working with the Reablement Team, we have tightened our processes to ensure referrals to the service are captured on AIS which helps us to prevent residents from remaining on long-duration Reablement packages.
- **Successfully recruited to the Head of Service posts** – the new Heads of Service will start in October and November and we look forward to welcoming them on board!

In the Community

Having tea & cake with residents at Croydon People First

Some of the members of the TRASC Programme Team went along to meet residents at the Croydon People First Community Hub in June 2016. We gave an update on the Council's vision for improving opportunities for people with a learning disability and held a question & answer session.



Meeting with carers & residents at Cherry Orchard Day Centre

Debby Burrows and Annette McPartland met with the carers and residents of the Cherry Orchard Day Centre to inform them of the temporary closure during refurbishment and notify them of the opportunities available for them to shape the service that will be delivered once the building work is completed.

A big thank you!

Thank you to all staff who have been involved in working with Alan Berresford to create the Standard Operating Procedures. The feedback we have received is that you have “been so engaged and passionate – more so than in other local authorities!” Further thanks are due to all who attended the AIS Drop-In Day; your feedback was informative for the People Systems Review Team who are tasked with identifying IT solutions for the People Department. Finally, thank you to all staff who were part of creating all the new Assessment and Support Planning forms:



Good News Story – a resident with high learning disability needs

The TRASC High Needs Review Team, led by Dan Fisher and Caroline Peters, focuses on finding alternative more proportionate forms of support for people with high learning disability needs. An example of the work they have conducted with one of our residents is captured in the case study below:

“Mr. A is an intelligent gentleman who had a successful career in education. A was married with one child but sadly divorced and lost contact with his family. Following a period of alcohol misuse, it was reported that he was living on the streets and then admitted to hospital after collapsing. Mr. A was later admitted to a specialist nursing home out of borough and was treated for a number of years for a chronic memory disorder resulting from alcohol misuse.

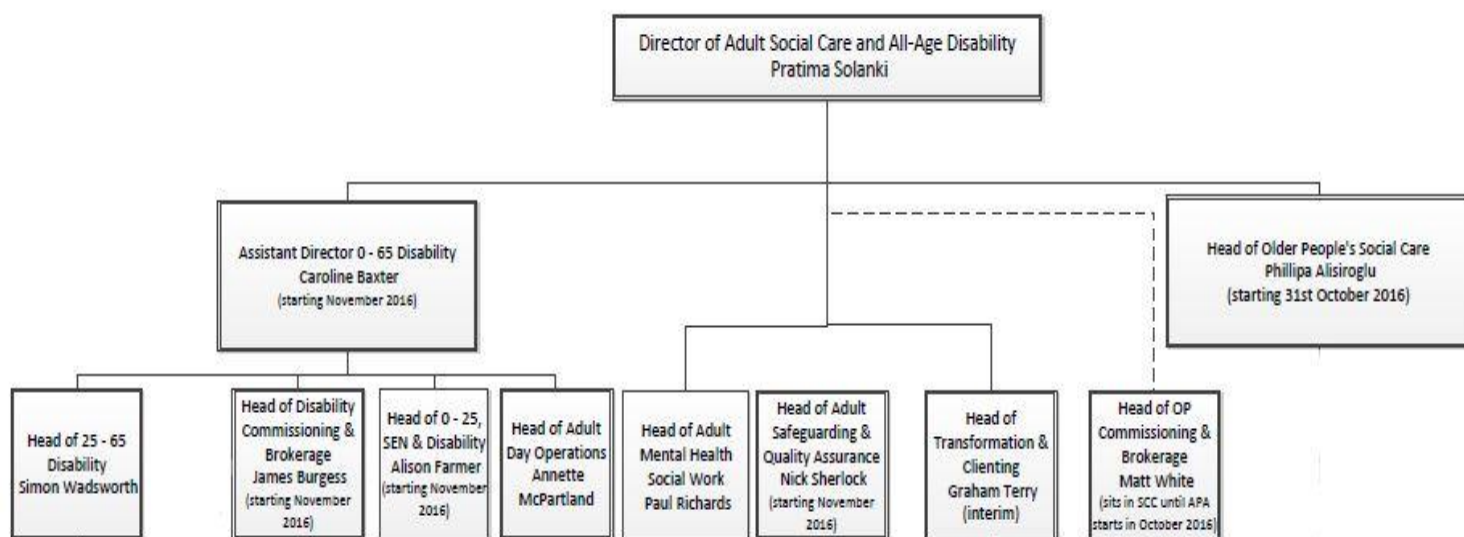
Following a review by a Social Worker from the TRASC High Needs Team, it was found that his placement was no longer suitable because he was more physically and cognitively able than some of the other residents. Mr. A agreed to move back to Croydon where he received a period of Reablement in Extra Sheltered Accommodation. He has now moved into another flat where he continues to be mostly self-reliant which has a positive impact on his health and wellbeing.

Mr. A informed the High Needs Team of new outcomes he would like to achieve including volunteering in education again. According to Mr. A, it will give him ‘great joy’ if he can use his knowledge in education to assist the next generation and he can give back to the community”.

Big changes in day services for people with Learning Disabilities

Building work will be carried out to partition the current Cherry orchard Day Centre site to enable us to share the building with White Horse Youth Centre. For health and safety reasons we have decided to move the Cherry Orchard Day service into Addington Heights Day Centre (currently empty) and Peter Sylvester Centre (PSC) during the building work which will start on 1 October 2016. Annette McPartland (Head of Service Day Operations) and her management team, Kaye Carter, Caz Clark and Paul Wallingford are leading on the move. We are aiming to co-produce a modern and personalised service offer for people with learning disabilities in Croydon and therefore will soon be extending an open invitation to attend a variety of events to help shape and produce this plan for the future.

New Heads of Service joining in a few weeks!



Other News



MENTAL HEALTH: Principal Social Worker role

Care Act guidance was revised (March 2016) to strengthen the Principal Social Worker (PSW) role with a mandate to:

- lead and oversee excellence in social work practice
- support and develop arrangements for excellent practice
- lead the development of social workers
- support effective social work supervision and decision making
- oversee quality assurance and improvement of social work practice
- advise the Director of Adult Social Services and/or wider Council in complex or controversial cases and on developing case or other law relating to social work practice
- function at the strategic level of the Professional Capabilities Framework.

Paul Richards, Head of Mental Health Social Care, has been appointed to the Principal Social Worker role bringing his experience of social care leadership across the South London and Maudsley (SLaM) NHS Foundation Trust and maintains a front line role as Approved Mental Health Professional in Croydon's Integrated Adult Mental Health Service. Further information will be available about the impact of the PSW and how staff can contribute to developing excellent practice in a service we can all be proud of.

ACCOUNTABLE PROVIDER ALLIANCE (APA): Model of Care

The APA is a group of five organisations working together to manage and deliver health and care services through outcomes-based commissioning for people over 65 in Croydon: Croydon Health Services, LB Croydon Adult Social Care, SLaM, Age UK Croydon and Croydon GP Collaborative. Working together will lead to central accountability and a more joined up approach creating better outcomes for the people of Croydon, staff and volunteers. The APA has developed a model of care to achieve the following aims and is made up of the following initiatives:

Model of Care - Aims	Model of Care - Initiatives
<ul style="list-style-type: none"> • A person focused approach. • A focus on staying healthy and independent. • A holistic, personalised approach. • A multidisciplinary team aligned to six GP networks. • One trusted assessment and one care plan shared across all agencies. • One person to 'tell the story' to. • Building an efficient effective system overall based on the outcomes people want as well as need. 	<ol style="list-style-type: none"> 1. My Life Plan 2. Point of Advice and Information 3. Integrated Care Networks 4. LIFE (living independently for everyone) 5. PICS (personal independence coordinators) <p><i>Each initiative has a service lead and project delivery group made up of APA members.</i></p>

The PICS initiative has secured match funding from Age UK National and recruitment is now underway with lots of interest in the advertised posts. It is hoped the first PICS will be operational in a GP network in November. The other initiatives continue to co-produce their proposed services with staff and customers in the APA organisations.