

Adult Social Services Review Panel Agenda



To: Councillor Jane Avis (Chair)

Councillors Margaret Bird, Janet Campbell, Pat Clouder and Yvette Hopley

A meeting of the **Adult Social Services Review Panel** which you are hereby summoned to attend, will be held on **Thursday, 28 June 2018 at 5.00 pm in F10 - Town Hall**

JACQUELINE HARRIS-BAKER
Director of Law and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

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www.croydon.gov.uk/meetings
Wednesday, 20 June 2018

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the Previous Meeting (Pages 5 - 10)

To approve the minutes of the meeting held on 31 January 2018 as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Transformation of Adult Social Care (Pages 11 - 20)

The purpose of this presentation is to update the Panel on the progress of work-stream delivery aimed at securing a sustainable future for adults and all age disability services.

Richard Eyre (Programme Manager) to present; (Copy attached)

6. The role of the Principal Social Worker and how it is working in Croydon

Paul Richards (Principal Social Worker and Head of Mental Health) to present.

7. Update on the One Croydon Alliance

The One Croydon Alliance Agreement supports the Council's key strategic priorities with regard to promoting and sustaining independence, well-being and good health outcomes for Croydon residents.

Kathy Wocial (Lead for OD, Workforce and Communication for One Croydon Alliance) to present.

8. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

"That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

PART B

9. Minutes of the Previous Meeting

To approve the Part B minutes of the meeting held on 31 January 2018 as an accurate record.

10. Safeguarding Adults and Quality Assurance Report (Pages 21 - 44)

The purpose of the report is to update the Adult Social Services Review Panel on the key developments in Croydon in regard to Adult Safeguarding.

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Adult Social Services Review Panel

Meeting of held on Wednesday, 31 January 2018 at 5.00 pm in F10, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Louisa Woodley (Chair);
Councillor Patsy Cummings;
Councillors Margaret Bird, Pat Clouder, Patsy Cummings and Yvette Hopley

PART A

1/18 **Minutes of the Previous Meeting**

The minutes of the meeting held on 1 November 2017 were agreed as an accurate record.

2/18 **Disclosure of Interests**

There were none.

3/18 **Urgent Business (if any)**

The Chair requested that following changes to the Panel membership a Vice-Chair be appointed for the remainder of the 2017/18 municipal year.

Councillor Clouder nominated and Councillor Hopley seconded Councillor Patsy Cummings to be Vice-Chair.

Resolved:

That Councillor Patsy Cummings be Vice-Chair of the Adults Social Services Review Panel for the remainder of the 2017/18 municipal year.

4/18 **One Croydon Alliance: Extension of the Alliance Agreement Outcomes Based Commissioning**

The Panel were informed that the report on the extension of the One Croydon Alliance was taken to the Cabinet meeting on 22 January 2018 and was agreed.

The LIFE service had started in September 2017 and was supporting residents to be discharged from hospital and had been successful with 80% of reablement packages ceasing within six weeks compared to 18% previously. While the data for the winter period had not been validated yet it appeared that the figures had dropped to 50-60% due to the pressures experienced by the hospital.

. The Chair noted that the team had been visited by the National Home from Hospital and had received positive feedback in regards to the leadership and there was a recommendation for other systems to visit the LIFE service.

The Panel were informed that 6 ICNs had been rolled out and it was planned to have huddles at all 57 GP practices by March 2018. While there had been a reduction of 14% in admissions from certain GP practices it was recognised that there was more work to be done with regards to the voluntary sector and building capacity in the community.

Officers informed the Panel that in the north of the borough there was one contractor for reablement, however it was recognised the south of the borough had separate challenges due to geography and so two providers would be procured to provide the service and to address the challenges posed by the area.

It was noted that it would be challenging to roll out across the rest of the borough within two months, however officers stated that they were now faster at implementing Huddles due to the lessons learnt from previous experiences. Each GP practice would have a Huddle and the frequency and length of a Huddle would depend upon the size and need of the practice.

Panel Members stressed that the challenges of the south of the borough were different to those experienced in the north of the borough and noted that they had not been able to feed into the procurement document to ensure that the challenges were addressed. Officers suggested that a meeting with Councillors Hopley and Bird could be arranged to discuss the commissioning in the south of the borough.

The Panel noted that a number of residents did not attend Croydon University Hospital and queried how these residents would benefit from the work being undertaken. The Director of Adult Social Care and All-Age Disability stated that she was working with her counterparts at the council's where residents were attending hospital to ensure there was a reciprocal approach and that all residents benefited. Work would be undertaken to assist other boroughs to develop a similar service.

Panel Members further noted that there were a number of residents who would be too proud to be assessed for a level of need and queried how this would be addressed. Officers stated that assessments also took place at home and that those undertaking assessments were skilled at developing trust with patients. The Panel were informed that those patients who did not meet the need level to receive full support were also supported, such as

settling in back at home after a hospital stay, as this could prevent a readmission.

Officers stated that Phase 2 of the Alliance would include planned care, such as cancer care, and how to support care homes to ensure the best outcomes for patients and the system. Work would be undertaken to review whether the scope of the Alliance could be increased in Phase 3 to look at mental health, learning disability and children's care, however any decisions to increase the Alliance would require significant negotiations, engagement with relevant stakeholders, and a further Cabinet decision and scrutiny. Officers stressed that it was important to get the over 65s work successfully achieving the ambition of the Alliance before work could be undertaken in additional areas.

5/18 **Improvement Plan for Community Mental Health Services**

The Panel were informed that the community mental health services in Croydon provided by SLAM were reviewed by the CQC in 2017 with the overall rating being that the service required improvement. Following the CQC findings and the Woodley Review key areas of improvement had been identified and an improvement plan developed. SLAM had identified changes that needed to be made and there was a strategy to build a borough approach that would develop local service and drive improvement. Furthermore a service borough Director had been recruited and was due to start on 1 April 2018.

Officers informed Members the service had experienced large increases in activity within the last 12 months and it was a challenge to balance the growth in demand. Referrals had doubled in the last four years from 50 a month to around 100.

The Panel were informed that there was an increasing focus towards early intervention and there was work ongoing to refocus resources to support this work.

Members were informed that SLAM were due to present at the Health & Social Care Scrutiny Sub-Committee in March 2018 a more in depth report on their response to the CQC report and Woodley Review, and their action plans. Members requested that they be invited to this meeting.

The CCG had conducted a review in January 2018 following the CQC inspection and while the report was not yet available early findings were that improvements had been made and that frontline staff were working hard to resolve issues. Additional staff had been appointed however further work remained to ensure improvements were realised.

Members noted that high levels of sickness and vacant posts were identified by the CQC and queried what processes were in place to resolve these issues. Officers stated the council had recruited new staff, including newly qualified social workers, and were training them to enable them to undertake

more senior roles. A good training programme was also being developed for AMPs. It was recognised that there difficulties were being experienced by SLaM to recruit mental health nurses and so, where appropriate, some posts were being advertised to social workers also.

Officers noted that CCG commissioners had in the past stopped funding services without consulting the Council, however it was felt that the relationship with the CCG was improving and there was a growing appetite within the CCG to improve mental health services and the importance of prevention and early intervention. Furthermore, it was felt that the One Croydon Alliance could be used as vehicle to drive further improvements in the future with Mind having a similar role to Age UK within the over 65 model.

Members raised concerns regarding the CCG decision to cut community services which were working to help residents to not have to present for acute care. It was noted that cutting these services was increasing the volume of care required which cost more money. Officers stated the Council had looked to mitigate the impact by reviewing whether it could assist the services by assisting with grant applications and some providers had been successful and continued to provide community support.

The Chair noted that more funding was needed within mental health and informed Members that a joint letter had been sent to all the MPs within Lambeth, Southwark, Lewisham and Croydon raising concerns regarding funding; in particular that Croydon was one of the lowest funded boroughs in London.

Officers stated that once the new director at SLaM had started on 1 April 2018 it was hoped that the issue of monitoring the audits would be resolved as they were looking to get an agreement to regularly review the audit reports to ensure progress was being made.

In response to Member questions officers stated that no beds had been closed within the acute wards but work was being undertaken to reduce the length of stays and to prevent patients returning to hospital.

6/18 **Exclusion of the Press and Public**

The following motion was moved by Councillor Hopley and seconded by Councillor Clouder to exclude the press and public:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

7/18 **Minutes of the Previous Meeting**

The Part B minutes of the meeting held on 1 November 2017 were agreed as an accurate record.

8/18 **Adult Safeguarding in Croydon**

The Panel received an update on Adult Safeguarding in Croydon.

The meeting ended at 7.06 pm

Signed:

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Date:

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**Adults and all age disabilities
programme of transformation
(Adapt)**

Presentation to Adult Social Service Review Panel

June 2018
Richard Eyre

CROYDON
www.croydon.gov.uk

Purpose

The purpose of this presentation is to update ASSRP on the progress of workstream delivery aimed at securing a sustainable future for adults and all age disability services.

Covers:

- Background
- Adapt programme – workstreams
- Efficiencies to be delivered in 2018/19

Service context

The Adult and All Age Disability service undertakes the Council's statutory functions with regard to:

- Children and young people and their families with regard to disabilities
- Adults including their carers between the ages of 25 and 65
- Older people 65+ and their families
- Adults with Mental Health and their families
- Safeguarding adults who are at risk from harm

This is done through legislation such as The Children and Families Act, Children with Disabilities Act and The Care Act.

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National context

A nationwide crisis in Adult and All Age Disability

- Market
- Workforce
- Funding
- Health economy

CQC – State of Care 2017 report

www.cqc.org.uk/publications/major-report/state-care



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A new direction

- Shift we need to make going forward is one that shifts from the council of last resort to first resort
- A service that integrates with health where it makes sense to the end user (2020 Challenge)
- A shift in resources into prevention and away from institutional care and around wider well being
- A greater emphasis on 'Whole family' and solution focused approach with wider colleagues such as Gateway and Housing

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Key principles of creating a sustainable future

- Embrace personalisation
- Focusing on individual outcomes with people living as independently as possible leads to better outcomes for them, safer options and better value for money - 'a Life, not a Care Plan'
- Corporate working is crucial
- Need for a strong and capable commissioning function which understands and works with adult social care
- Must have well led, professional and strong operational function which focuses on performance, money and safeguarding
- Finance business partners who will challenge DASS as well as provide high quality and timely financial advice
- Deliverable savings and good implementation arrangements
- If we get this right the following proposals are achievable

6

2018/19 & 19/20 - key areas of focus

Transformational areas

- 25-65 disabilities operational transformation
- Delivering digital pathways
- From day services to active lives

Efficiency

- Workforce reform and transformation
- Mental health
- Homes for people with complex health and social care needs, commissioning and contracting

Managing within our means

- Children with Disabilities

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In addition tackling other financial well being

Income

- Better systems that ensure we maximise income at all levels

Debt

- Ensuring we tackle debt earlier on

Charging

- A revised Charging Policy ensuring compliance with short, medium and longer term recommendations

Self Funders

- Improving our information and advice offer to self funders to ensure appropriate care and support used

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Workforce reform and transformation

Purpose: Ensure the Division is appropriately designed and resourced, including: reducing agency staffing, the divisional structure, the senior management structure, the effectiveness of our 'front door'; and to identify efficiencies and new ways of working.

Key objectives

- **New senior management and divisional structure** - Bring together functions to reduce and alleviate the number of hand off points.
- **Reduction in agency staffing from 35% to 15%** - Recruiting permanent staff, embedding an improved training and development and retention offer.
- **New front door; and better locality services for our older residents** - Delivering a multi-disciplinary team approach to supporting our residents and carers with information and advice; and appropriate and timely assessments and reviews.
- **£1.000m (0.526m achieved) efficiencies required in 2018/19**

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Delivering digital pathways

Purpose: ensure a range of digital tools support our residents, carers, staff and partners; enabling choice and control through information and advice.

Key objectives

- **Information and advice** - ensuring residents and carers have a better experience when locating information, ensuring they are signposted to more relevant services and encouraged to self-serve wherever appropriate. Simplifying messages and ensure compliance with Care Act requirements.
- **E-market place** – a digital system to enable self-funders, direct payment users and anyone across the borough the ability to source care services in one place, find relevant available information and advice, guidance about services, and have the ability to purchase them direct with the provider.
- **AskSara** - Localising the Disabled Living Foundation's daily living tool for Croydon, giving our residents the ability to identify equipment and aids to help them maintain their independence and improve their daily living.
- **No efficiencies set against this workstream.**

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25 - 65 disabilities operations transformation

Purpose: To ensure quality services, timely and appropriate access, an effective customer journey and most efficient use of resources; supporting people to remain at home as long as possible.

Key objectives

- **Increase independence, choice and control** - Improve our direct payments offer to residents and providers; and enabling increased employment opportunities for residents with disabilities.
- **Improve outcomes for customers** - Embedding the approach to reviewing placements and to managing complex cases.
- **Accommodation** - Reducing the use of residential placements for people with disabilities, and improve the underdeveloped and insufficiently regulated supported living provision.
- **£0.750m efficiencies required in 2018/19**

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Mental health

Purpose: Strategic collaboration regarding joint funding with health partners; enabling best use of budgets for mental health services users.

Key objectives

- **Agreed strategic approach to funding arrangements across LA and CCG** – through joint commissioning intentions, S117 funding policy & protocols.
- **Increase both the number of people with mental health problems in employment; and also an increase in the uptake of direct payments** – both link to the disability employment work in the slide above.
- **Reduce over provision and improve approaches to step-down services** - improve the speed and flexibility of access to step-down services.
- **£0.125m efficiencies required in 2018/19**

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Day services, a journey to active lives

Purpose: identify and enable alternative, creative ways of providing interesting, stimulating day / evening opportunities for people with a disability, creating choice and control for them to achieve active lives.

Key objectives

- **Listening to our residents** – Current day centres have a varied timetable of activities, support sessions and outings and most service users are brought to the centres on Council transport. However the consultation with people with a learning disability in Croydon called 'Walking in Our Shoes'; highlighted that people need wider opportunities to try out new things, learn or apply skills and access the community fully.
- **Developing the market** – Work with the market to develop an enhanced availability of opportunities; in particular that residents can access through the use of direct payments.

- **£0.125m efficiencies required in 2018/19**

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Homes for people with complex health and social care needs, commissioning and contracting

Purpose: primarily to support and contribute to the delivery of the 0.750m efficiencies in the 25-65 purchase budget.

Key objectives

- **Housing investment and development** – increasing the amount of high standard housing available for people in Croydon
- **Market development and Integrated Framework Agreement re-fresh** – enables good business with high quality, affordable support providers
- **Embed Integrated placements team** – supporting social work teams to find the right placements for any resident with complex health and care needs
- **Implementing a Dynamic Purchasing System** – a transactional digital platform through which the Council, residents and providers can do business
- **New contracts and contract monitoring** – Care Act compliant contracts are in place for all individual and reviewed within appropriate time-scales
- **£0.095m efficiencies required in 2018/19 – achieved**
- **Interdependencies to the £0.750m in 25-65 disabilities workstream**

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Children with disabilities

Purpose: The Children with Disabilities improvement plan forms part of the overarching Children's improvement plan.

Key objectives

- **Ofsted Preparations** - tracks performance and quality measures in preparation for next Ofsted visit.
- **Plans and Policies** – focussed on engagement and publication of new transitions policy, eligibility criteria and SEN Strategy
- **Management oversight improvements** – new training programme for staff
- **Review and Improvement of the disability registration process** – new disability concessions card (I-matter) being developed.
- **Review and improvement of the transitions process and forecasting** – an improved transitions offer, including better streamlined services.
- **No efficiencies set against this workstream.**

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2018/19 efficiencies

People Department Budget Options					Appendix A	
Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Guy Van Dichele	Adults and All Age Disability	Workforce reform and transformation. Creating a permanent workforce with less agency cover and costs, reducing management costs and creating more holistic team structures around our residents.	Saving	tbc	(1.000)	(1.000)
Guy Van Dichele	Adults and All Age Disability	All age disability day opportunities - Reconfiguring our offer to people, enhancing life and well-being opportunities through more efficient use of our contracts.	Saving	0.00	(0.125)	(0.100)
Guy Van Dichele	Adults and All Age Disability	Commissioning - Creating savings through efficiency in contracts.	Saving	0.00	(0.095)	0.000
Guy Van Dichele	Adults and All Age Disability	25-65 disability transformation - creating efficiency through better outcomes for people reducing expensive care packages	Saving	0.00	(0.750)	(1.500)
Guy Van Dichele	Adults and All Age Disability	Mental Health Transformation - Creating efficiency through better outcomes for people reducing expensive care packages.	Saving	0.00	(0.125)	(0.100)
Guy Van Dichele	Adults and All Age Disability	One Croydon Alliance - Managing the increased demand through better partnership working within the Alliance.	Saving	0.00	(2.283)	(2.445)

Source – February Cabinet papers – appendix A

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2018/19 growth

People Department Budget Options					Appendix A	
Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Guy Van Dichele	Adults and All Age Disability	25-65 Disability Demand - To manage growth in demand for care and support.	Growth	0.00	1.552	0.965
Guy Van Dichele	Adults and All Age Disability	Mental health Demand - To manage growth in demand for care and support.	Growth	0.00	0.438	0.300
Guy Van Dichele	Adults and All Age Disability	SEN - service growth - To accommodate current increase in demand and high case loads	Growth	0.00	0.377	0.000
Guy Van Dichele	Adults and All Age Disability	CWD - service growth - To accommodate current increase in demand and high case loads	Growth	0.00	1.623	0.000
Guy Van Dichele	Adults and All Age Disability	SEND post 19 - To continue the pilot for alternative provision on the Post 19 Transition Programme for the year 2018/19 and 2019/20.	Growth	0.00	0.175	0.000
Guy Van Dichele	Adults and All Age Disability	Out of Hospital Business Cases - Council contribution to the wider One Croydon Partnership Alliance	Growth	0.00	2.000	0.000
Guy Van Dichele	Adults and All Age Disability	DOLS Adults - To manage growth in demand and meet statutory requirements.	Growth	0.00	0.123	0.000
Guy Van Dichele	Adults and All Age Disability	Council contribution to the wider One Croydon Partnership Alliance	Growth	0.00	2.300	2.483
Guy Van Dichele	Adults and All Age Disability	Implications of new HMRC rules in relation to the costs for Sleeping nights workers	Growth	0.00	0.500	0.000
Guy Van Dichele	Adults and All Age Disability	DOLS Children's - To manage growth under new legislation.	Growth	0.00	0.113	0.000

Source – February Cabinet papers – appendix A

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2018/19 efficiency tracker – June 2018

18/19 efficiencies delivery tracker			
Total 2018/19 projected saving (£m)	Total 2018/19 mapped saving (£m)	Total 2018/19 validated (£m)	Total 2018/19 not validated (£m)
Overarching programme efficiencies			
£2.095m	↔ £1.499m	↔ £0.621m	↔ £1.474m
Workforce reform and transformation			
£1.000m	↔ £0.526m	↔ £0.526m	↔ £0.474m
25 – 65 Disabilities			
£0.400m	↔ £0.398m	↔ £0.000m	↔ £0.400m
Active lives			
£0.125m	↔ £0.125m	↔ £0.000m	↔ £0.125m
Adult mental health			
£0.125m	↔ £0.125m	↔ £0.000m	↔ £0.125m
Homes for People with Complex Health and Social Care Needs and Cor			
£0.445m	↔ £0.450m	↔ £0.095m	↔ £0.355m

Note:

- One Croydon Alliance efficiencies are monitored through the Alliance governance structure.
- £0.350m of £0.0750 25-65 disabilities efficiencies embedded in Homes for people with complex care needs workstream.

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Next steps: July – March 2019

- Monthly oversight through Adapt Board
- Quarterly financial efficiencies updates
- Linking with the new operating model
- Informing development of the corporate plan
- Embedded learning following Croydon Adults Peer Review (July 2018)
- Awaiting social care green paper (summer 2018)
- Validation analysis for 2019/20 efficiencies (Oct 18)

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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