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| REPORT TO: | ADULT SOCIAL SERVICES REVIEW PANEL 26 JUNE 2019 |
| SUBJECT: | Adapt programme update |
| LEAD OFFICER: | Guy Van Dichele Executive Director Health Wellbeing and Adults |
| CABINET MEMBER: | Councillor Jane Avis Cabinet Member for Families, Health & Social Care |
| WARDS: | ALL |
| <p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>This report addresses the following corporate plan priorities:</p> <ul style="list-style-type: none"> • Invest in the voluntary and community sector to reduce inequality and increase the resilience of communities and individuals • Expand the One Croydon Alliance from older people to the whole population where appropriate • Revise Croydon's joint mental health strategy to prevent mental health problems and ensure early intervention • Build upon the support and assistance given to carers | |
| <p>FINANCIAL IMPACT</p> <p>There are no financial impacts.</p> | |

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| <p>1. RECOMMENDATIONS</p> <p>1.1. To note the contents of the report.</p> |
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2. EXECUTIVE SUMMARY

- 2.1. It has been 12 months since the Adult Social Services Review Panel last received an Adapt programme briefing. This report sets out progress within that period, and what can be expected through to March 2020.

3. 2018/19 KEY ACHIEVEMENTS

3.1. Governance

- Monthly senior officer and Member Boards, providing, respectively, both quality and assurance oversight of savings and transformation deliverables.
- Reports to Full Council, scrutiny, general purpose and audit committee, ASSRP and CASSUP.

3.2. **Finance**

- Despite provider failure and uncertainty over future funding due to delayed green paper; of the £4.378m 2018/19 efficiencies agreed, £3.685m (84%) achieved, whilst protecting front line services.

3.3. **Peer review**

- Highly successful June 2018 Croydon Adults Peer review by London ADASS; headline narrative from the review team was, “continue what you are doing as it is clearly working”.

4. **WORKSTREAMS ACHIEVEMENTS**

4.1. **Community led support**

- Innovation team identified in Thornton Heath, a mix of the older people’s locality team and the Croydon Adult Support service.
- Good conversations training for 60 staff.
- New customer journey mapped and being trialled.
- Design groups established to develop the detail changes to service processes.

4.2. **Workforce reform and transformation workstream**

- £1.000m (100%) savings delivered in 18/19, achieved whilst still protecting frontline services.
- Restructured the central duty team, adults element of the contact centre, and Gateway CREST team to form the Croydon Adult Support service.
- Restructured the adults older people service, now aligned with the corporate locality principles, and geographically with the One Croydon Alliance integrated community networks.
- Updated the Charging Policy to ensure it was Care Act compliant.
- Charging Policy changes agreed in April linked to forecasted additional 2019 £3.200m income.

4.3. **Delivering digital pathways**

- AskSARA web tool released, using the Disabled Living Foundation’s tool to support residents with understanding and accessing equipment that will improve their daily life.
- Review of website information to ensure content has been updated.
- Supported delivery of the Special Educational Needs and Disability (SEND) Local Offer website.
- Successful procurement of the information and advice, community directory, marketplace and PA register modules, coupled with the procurement of a new Dynamic Purchasing System (DPS) being delivered by Commissioning and Procurement.

4.4. Disability and commissioning & housing investment and development

- Creation of the Complex Care Team, with focus on high cost and complex care and support plans, and continuing health care discussions with the Clinical Commissioning Group.
- Worked with Gateway to improve employment opportunities for people with a disability.
- Published a new Ordinary Residence Policy.
- Established a new format of provider engagement events, with attendances regularly in excess of 50+ providers.
- 38 housing units secured for supported living, including shared houses and individual flats.
- Pen portrait process in place for social workers; 2 FTE Move-On Officers appointed to support social work teams and Placement Team.

4.5. Adult mental health

- Significant mapping identified cohorts of people in long term residential care who could step down into 24 hour supported living. With new processes agreed with health for stepping down people into supported living scheme.
- First scheme, Thornhill Road, goes live in June, 5 people will be stepped down into the service.
- Agreement from the workstream Board to identify further schemes.

4.6. Direct payments

- Virtual Wallet digital direct payments system procured – Amazon style online system to manage direct payments, buy care and support services.
- New direct payments policy drafted and ready for consultation.

4.7. Active lives

- The Cherry Hub all-age disability resource centre open for residents and local service providers.
- New Outreach Service designed and funded.

4.8. Children with disabilities

(note please, workstream now delivered in children's services)

- Launched Children's Disability Register and Access Card.
- Reviewed need and implemented Calleydown Refurbishment works.
- Transitions Policy - Full document and easy read versions drafted.

5. ADAPT KEY DELIVERABLES FOR 2019/20

- 5.1. In 2019/20 the programme will have direct responsibility for £5.145m of savings. This will be achieved through a mixture of reducing care packages either through preventing initial over provision or through reviews. Staff restructuring aligned with the localities model rolled out in the older people's services, although the

priority remains to protect front line services. Finally, through a focus of reducing the numbers of residents unnecessarily in residential care homes, where supported living would provide better personal and financial outcomes.

- 5.2. It is also expected the safeguarding service will receive a peer review, from the London Association of Directors of Adult Social Services (ADASS), the theme of the review and the date are still to be determined.

6. WORKSTREAM DELIVERABLES

6.1. Community led support

- Establish community led support in the innovation area; learn what works; roll out to the next site and across the whole Borough within 12-18 months.
- Reduce waiting lists and improve resident experience.
- Develop staff aligned to locality and community led support principles.

6.2. Delivering digital pathways

- Manage the go live and transfer to business as usual of the new website – adultsupport.croydon, ensuring user testing continues to influence ongoing maintenance and upgrades.
- Strengthen usage and awareness of the AskSARA tool.

6.3. Liquid Logic

- Working with Liquid Logic (the client record system provider), and the programme implementation partner, implement the new adult social care client records system by Autumn 2020.
- Continue to align with Community Led Support project to ensure activity and timescales are clear across both programme areas.
- Align a new strengths based Resource Allocation Schedule (RAS) that fits with the approach to Community Led Support.

6.4. Workforce reform and transformation

- Complete the senior management restructure.
- Initiate a review of disability services with a view to locality working.
- Complete restructure of disability services.

6.5. Disabilities and commissioning

- With the housing, development and investment project, continue to increase the supply of supported living, including seeking Cabinet approval for Croydon Council to build our own housing and act as a Landlord.
- Work with commissioning colleagues to specify and deliver new service specifications for the Dynamic Purchasing System for residential care, nursing and supported living, so the provider market is delivering services that people want to use.

- Work with the Gateway division on disability employment opportunities, and with the new Gateway Link team resource, which will be supporting operational teams.
- Deliver a new three year inflation strategy.
- Subject to Senior Management Team approval, work with providers to increase unsustainable package fees to try and mitigate against home closures and provider failures which disrupt people's lives.

6.6. **Adult mental health**

- Open the first new 24 hour supported living step down service for 5 people moving from residential care and continue to work to rebalance the market away from bed based care.
- Ensure Mental Health services are included in the capital investment opportunities for accommodation happening in other service areas.
- Work with Commissioning to include Mental Health services in the new Dynamic Purchasing System.
- Contribute to the delivery of the One Croydon Adult community mental health transformation, including supported housing.

6.7. **Changing older people's care and support services**

- Agree exit strategy with current care providers in special sheltered housing.
- Create staffing structure and recruit to new posts to enable the insourcing of care and support provision within the special sheltered housing blocks.
- Establish the LIFE in-house care service (A&E liaison & South Reablement)

6.8. **Housing development and investment**

- Cabinet agreement for capital investment in supported living properties and clear governance route approved.
- Housing developments identified in the Infrastructure Delivery Plan 2019/20.
- Start to deliver on the business plans in place and finance agreed for Buffer Bear Site, Heather Way Site and Taberner Flats (25 units of supported living).
- Improve the new placement process for supported living.

6.9. **Direct payments**

- Commission a personal assistant development service to skill up and increase the local personal assistant workforce.
- Implement the Virtual Wallet online Direct Payments System.
- Consult and agree on new Direct Payments policy.
- Produce new staff and resident guidance for Direct Payments.
- Work with commissioning to develop the direct payments provider market.

6.10. **Active lives**

- Start up new Outreach Service – supporting people to live independently where they live from July 2019.
- Providing young people with a disability with a clear route to adulthood and independent living.
- Move to a sessions based service – residents attend day centres for a personalised series of sessions.
- Reducing reliance on buildings based services through locality opportunities.
- Redesigning services for our older day centre visitors.

7. **NEXT STEPS**

- 7.1. The programme has plenty to deliver over the next 10 months, alongside which it will need to react to emerging changes in legislation, such as the new Liberty Prevention Safeguards Act, which replaces Deprivation of Liberty (DOLS).
- 7.2. If and when the social care green paper is published, there will need to be a borough wide discussion and analysis of the implications for our residents, and for the health and social care budget and economy in Croydon.
- 7.3. The key priority will be integration (where appropriate) and innovation of adult social care and health aligned with the move to Croydon becoming an integrated care system by 2021.

8. **CONSULTATION**

- 8.1. Where formal consultation is not required, the programme continues to engage residents, carers and providers through a variety of networks and meetings, to ensure they have sight of and can influence service developments.
- 8.2. The programme has delivered a key consultation on changes to the charging policy (see section 4.2); the next consultation will be on direct payments (section 6.9).

9. **FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 9.1. There are no direct financial implications arising from this report. However, it must be recognised that the provision of Adult Social Care Services is volatile and demand led and therefore the budget will need to remain under constant review and the continued implementation of service efficiencies is essential.
- 9.2. Approved by: *Lisa Taylor, Director of Finance, Investment and Risk and Deputy S151 Officer*

10. **EQUALITIES IMPACT**

- 10.1. The Adapt programme is committed to ensuring where there are future changes being proposed to services, strategy or policy, equality impact analysis will be completed, to inform evidence based decisions.

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APPENDICES TO THIS REPORT

None.