

REPORT TO:	Adult Social Service Review Panel 1 November 2017
SUBJECT:	Adapt Programme update
LEAD OFFICER:	Pratima Solanki
CABINET MEMBER:	<i>Councillor Louisa Woodley</i> <i>Councillor Alisa Flemming</i>
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>The all age disability and adults programme of transformation (ADAPT), builds on the transformation of adult social care (TRASC) programme (Cabinet report – January 2016); and now incorporates the all age disability service.</p> <p>The community strategy priorities this programme links with are:</p> <p>Outcome 2 a place of opportunity for everyone</p> <ul style="list-style-type: none"> • Priority 2: support individuals and families with complex needs <p>Outcome 3 a place with a vibrant and connected community and voluntary sector</p> <ul style="list-style-type: none"> • Priority 2: build cohesive and strong communities, connecting our residents, local groups and community organisations • Priority 3: strengthen and mobilise our voluntary, community and social enterprise sector 	
<p>FINANCIAL IMPACT</p> <p>The savings and growth identified with the ADAPT programme impact on the People Department budget setting for 2018/19, and for 2019/20.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.:</p> <p>N/A</p>	

1. RECOMMENDATIONS

- 1.1.** Members of the Adult Social Service Review Panel are asked to note the developing themes of the ADAPT programme; and identify the date for a future update report.

2. EXECUTIVE SUMMARY

- 2.1. The purpose of this report is to provide an update on the development of the all age disability and adults programme of transformation (ADAPT).
- 2.2. The ADAPT programme (transformation phase two) follows the closure of the Transforming Adult Social Care (TRASC) programme (transformation phase one).
- 2.3. The core focuses of the ADAPT programme will be:
 - A service that integrates with health where it makes sense to the end user
 - 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
- 2.4. The two year ADAPT programme will be delivered through a divisional programme management office, focussed on transforming and integration of pathways alongside the identification of 2018/19 and 2019/20 savings.

3. MOVING TO PHASE TWO OF TRANSFORMATION

Transforming Adult Social Care (TRASC)

- 3.1. The Phase One (TRASC) programme was put into place to enable development of the following:
 - **'A life not a care plan'** – Projects to enable better communication, engagement, culture and enabling our workforce
 - **A new model of adult social care** - Getting the basics right, designing and implementing an operating model to deliver a personalised approach, AAP, AAD, enabling the new model with Gateway, data and ICT infrastructure.
 - **A financially sustainable model of adult social care** – managing supply and demand, financial control, value for money and efficiency savings.
 - **Commissioning for personalisation** – market facilitation for direct payments, care home market management, supported living accommodation and much wider market growth.
- 3.2. The focus during the period 2016/17 was managing demand through a set of projects as signed off and agreed. Getting the basics in place relating to workforce/practice/process and people.
- 3.3. Alignment of some of the business processes and wider projects which are on-going will be required to be rolled into the ADAPT programme as below –

- Resource Allocation System – Initial implementation in place (electronic Pathway implementation to roll into 2017/18 programme of work)
- Self-assessment on-line (underway – not yet implemented)
- How can the Council help you (underway – not yet implemented)
- Reablement (underway – part of Community Reablement).
- Communication and Engagement – underway.

All Age Disability and Adults Programme of Transformation (ADAPT)

The Rationale

3.4. The ADAPT programme (phase two) is about ensuring a sustainable future for services in Croydon. It will continue with the delivery of TRASC projects, whilst ensuring all projects underway and / or emerging, should where relevant progress against the objectives of the Croydon Alliance. This will contribute to the successful development of an integrated service of the future and include:

- Alignment to the integrated health and social care programme
- Activity will be based on multidisciplinary and integrated teams of support
- The creation of integrated services that will bring systems and processes together to maximise skills / budget / support services to the public
- Working closely with and managing relationship with the voluntary sector / providers / mental health services / acute and primary care
- To create an adults and all age disability (A&AAD) service that will focus the resources and energy across the whole population in the here and now; and also the projection of the population requiring health and social care services in the future
- Development of a shared care record across health and social care and full utilisation of electronic pathways and digital service provision wherever possible
- To establish a full population profile of the people within the A&AAD function to identify cohorts for planning around complex health or care needs in the future
- To continue to be aligned to discussions relating to joint budgets and integrated commissioning arrangements where A&AAD functions are needed
- To ensure the workforce are agile, trained, flexible, passionate and committed to new ways of working to take forward the changes required

3.5. Important to note, is that demand management within an operational statutory function is business as usual, that can be managed on a day to day basis through

the middle management structure and overseen through the strategic direction of the Senior Management Team.

- 3.6. The ADAPT programme will look to further develop opportunities that are presenting within the customer journey pathway and view the opportunities through the emerging Croydon Alliance work streams, to ensure the adult and all age disability function is in a strong position in terms of its infrastructure.
- 3.7. There are clear areas where work has already been completed under the (TRASC) phase one 2016/17 project development. During the remainder of 2017/18 ADAPT will strengthen, realign and integrate these projects in view with the wider integration agenda and realise the savings attached to them.
- 3.8. The ADAPT programme will need to map out all of the flows from first point of contact to end of life pathway across A&AAD; to alleviate any inconsistencies within the process. This is also the baseline for integration (each partner knowing every inch of their current pathways).
- 3.9. It will enable the production of very clear roles and responsibilities to the workforce and to ensure that people living in the London Borough of Croydon understand what is the core offer available relating to statutory services.
- 3.10. Through the delivery of robust information and advice provision, which is a key area of development, services will be required to concentrate key messaging to the public around choice, control, personalisation and maximising independence to reduce dependence on statutory services.
- 3.11. There will be a continued whole systems approach, and be prepared for the longer term integration work with partners.
- 3.12. Crucial in how the ADAPT programme develops transformation into business as usual, will be to develop and provide the workforce with appropriate tools to do their job. There is a lot to do and resources will continue to be scoped to move projects forward with a tenacious approach and strong communications.

Implementing the ADAPT programme in 2017/18 and beyond

- 3.13. Implementing the ADAPT programme is the first priority for the A&AAD function in the next 6 months. This includes:
 - Delivery of the savings agreed during 2017/18 and moving over a number of projects from the original TRASC programme which have not been completed over into phase two programme for implementation, and realisation of benefits.
 - Developing and delivering the 2018/19 and 19/20 transformation proposals

through rigorous project initiation documents, and where relevant validated through partners in finance, HR and legal; and moving these into full Initiation and delivery phase.

- Implementation of a monitoring and governance system that is transparent and inclusive and communicates fully with the workforce each stage of the way.

3.14. A programme office will be staffed appropriately with a blend of staff calling on system expertise externally only when necessary.

3.15. Implementation will be owned through designated senior responsible officers (SROs) at head of service level.

3.16. Implementation of projects will be monitored by a programme Board; and report by exception risks / issues / success and financial measures.

3.17. The programme will clearly communicate to the workforce and stakeholders in a timely way; and be clear on roles and responsibilities.

3.18. The programme will accelerate implementation and identify any quick wins that could potentially be delivered within 2017/18.

3.19. Proposed Time Line

Scoping - April to July 2017

- Scope of the original TRASC programme; savings achieved, review of work streams and outcomes
- Scope of the programme for 2017/18 outlined
- Build of governance and structure to agree and support projects
- Senior Management Team to consider 2018/19 proposal development
- Implementation of 207/18 saving proposals

Proposals development - July 2017 to December 2017

- Development of savings proposals and plans for 2018/19; 2019/20
- Agreement of governance for project working groups to move forward with working up draft proposals
- Clear understanding of programme reporting / milestones

Decision making - October 2017 to December 2017

- Decision making process mapped and in place – dates / requirements / proposals / consultation period / budget / people mobilised
- Meetings progressed and relevant documentation produced / consultations
- Governance and decision making structure progressed for agreement

Implementation – April 2018 onwards

- Projects begin and allow full year savings to be made
- Appropriate governance followed

4. 2018/19 & 2019/20 – KEY AREAS OF FOCUS

- 4.1.** The ADAPT programme is currently working on transformation and savings proposals within the following areas. Growth and savings analysis is due for executive review at the end of October. Following approvals, worked up project initiation documents will be presented for sign off to next ADAPT programme Board.

Transformational areas

- 25-65 disabilities operations transformation
- A new offer on how people spend their time - Day services
- Over 65s – The Alliance and outcomes based commissioning

Efficiency

- Staffing transformation – reducing silos and management
- Mental health
- Commissioning and contracting

Managing within our means

- SEND – creating a strategy to reduce the overspend

5. CONSULTATION, CO-PRODUCTION AND CO-DESIGN

- 5.1.** In line with statutory requirements and corporate guidance, the ADAPT programme Board will sign off a communications and engagement plan. This will ensure equality impact analysis, communications, engagement and consultation is understood across the 'full view' of the adults and all age disability services.

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APPENDIX: ADAPT Programme Presentation Slides