

Adults and All Age Disabilities

Presentation to Adult Social Service Review Panel

Adapt Programme

November 2017

Pratima Solanki & Richard Eyre

Objectives and Purpose

- The purpose of this presentation is to update ASSRP on the ideas being analysed to secure a sustainable future for adults and all age disabilities services.
- It follows a review of our current expenditure and how through transformation we can create better outcomes for people and sustain care and support for our most vulnerable population.
- This model builds on the Transformation of Adult Social Care (TRASC) Programme (Cabinet report – January 2016) and now incorporates the All Age Disability Service.

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



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 special educational needs and 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.

A New Direction

- A significant 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

Links to the Community Strategy

Outcome 2 - a place of opportunity for everyone

Priority 2: support individuals and families with complex needs

Outcome 3 – a place with a vibrant and connected community and voluntary sector

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

Key Strategic Objectives

GROWTH	INDEPENDENCE	LIVEABILITY	ENABLING
To create a place where people and businesses want to be	To help families be healthy and resilient and able to maximise their life chances and independence	To create a place that communities are proud of and want to look after as their neighbourhood	To be innovative and enterprising in using available resources to change lives for the better
To enable more local people to access a wider range of jobs	To help people from all communities live longer, healthier lives through positive lifestyle choices	To make parks and open spaces a cultural resource	To have the right people with the right skills in the right jobs
To grow a thriving and lively cultural offer which engages communities and supports regeneration	To protect children and vulnerable adults from harm and exploitation	To create a place where people feel safe and are safe	To drive fairness for all communities, people and places
To enable people of all ages to reach their potential through access to quality schools and learning	To help families and individuals be more financially resilient and live affordable lives	To build a place that is easy and safe for all to get to and move around in	To be digital by design in meeting the needs of local people
To provide a decent, safe, and affordable home for every local resident who needs one	To prevent Domestic Abuse and Sexual Violence where possible, support victims and hold perpetrators to account	To improve wellbeing across all communities through sport and physical activity	To be open and transparent and put communities at the heart of decision making

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

2018/19 & 19/20 - Key Areas of Focus

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

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

Staffing Transformation

Purpose: Review agency staffing, divisional structure, and senior management structure. Identify efficiencies and new ways of working.

Key Objectives

- Reduction in agency staffing
Enablers: recruiting permanent staff
- New senior management structure
Enablers: bring together functions to reduce and alleviate the number of hand off points
- New divisional structure
Enablers: enhance the configuration of the teams and strengthen the consistency required in approach to service delivery

25 - 65 Disabilities Operations Transformation

Purpose: To ensuring quality services, timely and appropriate access, an effective customer journey and most efficient use of resources.

Key Objectives

- Prevent, reduce, delay access to social care provision
Enablers: community assets; improved “front door”
- Increase independence, choice and control
Enablers: direct payments, accommodation, employment
- Improve outcomes for customers
Enablers: commissioning and contracting, market development, culture and OD, practice development
- Specific spending reviews completed including non statutory spend

Over 65s

Purpose: review the current reablement and rehabilitation referral pathways. Savings through robust contract management and improved contract performance.

Key Objectives

- Reduce long term care packages through targeted reablement activity
- Dynamic purchasing system for care homes, regularising control and spend
- Service redesign of extra care
- Mitigate income loss through improved timings of financial assessment

The key enabler will be the agreement of risk share mechanism in the OBC business case and contractualisation within the 2-10 Alliance agreement. It will establish an Alliance approach to whole system savings, enabling success in a way that does not destabilise partners.

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
Enablers: joint commissioning intentions, S117 funding policy & protocols
- Increase the number of people with mental problems in employment
Enablers: spend delivery arrangements between statutory and VCS
- Increase uptake of direct payments
Enablers: needs based flexible approaches, market facilitation
- Reduce over provision and improve approaches to step-down services
Enablers: options and cost benefits of specialist staff, with clinical input

Day Services

Purpose: Enabling alternative, creative ways of providing interesting, stimulating day / evening opportunities for people with a disability/ASD. Also to increase the uptake of direct payments for disabled people.

Key Objectives

- Establish the current state of the day service market in Croydon
Enablers: attendance and care plan data, unit costs and direct payments
- Market analysis of day services
Enablers: Co-design of support plans and services; transport costs
- Options appraisal
Enablers: 2 FTE social workers co-produce with providers and users
- Review of support packages
Enablers: Independent advocacy, alternatives to day centre activities

Commissioning and Contracting

Purpose: primarily to support and contribute to the delivery of £4million of efficiencies from the 25-65 purchase budget.

Key objectives

- Review support to frontline staff pre-complex care panel; & review panel
Enablers: Staff feedback
- Build on High Needs Team success; embed practice in wider commissioning
Enablers: engaging the market
- Improved contractual governance and targeted contract monitoring
Enablers: Improved placement support and pre-panel support from operational commissioners
- Re-structure of commissioning teams
Enablers: 0-65 contract and commissioning pilot, staffing transformation

SEND

- Three key pieces of work are underway:
 - Internal Audit on current spend and control systems
 - PPL 5 Year Forecasting programme using DfE Grant
 - EY analysis of the DSG Spend and recommendations
- All three will be delivered by end of November 2017 and need to form a strategy to reduce expenditure in 2018 onwards.

Protected Areas

In making these proposals the following areas have been protected:

- Safeguarding
- SEND
- Transformation & clienting

Next Steps: October 2017 – March 2018

- Programme Management Office established
- Adapt Programme Board launches 23 October
- 2 Year programme plan in development
- 17/18 savings plans being worked into new PIDs
- 18/19 & 19/20 PIDs to be validated by finance
- Partnership development with key VCS
- Programme co-production offer being designed
- Staff and service users communications and engagement plan