
ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

SUMMARY REPORT

Purpose of the Report

1. The purpose of this paper is to update Scrutiny on the progress of the Adults Social Care Transformation Programme, which was outlined in a report in January 2017.

Summary

2. The Care Act provides the context to review and implement a new, clear operating model for adult social care services, which can be owned and understood by staff, service users and carers, and which can deliver good quality services at a sustainable cost.
3. This Transformation Programme is enabling this sustainable operating model to be delivered in Darlington and deliver efficiencies which will support the delivery of the Medium Term Financial Plan (MTFP).

Recommendation

4. It is recommended that :-
 - (a) Scrutiny Committee note the progress on plans to transform Adult Social Care.
 - (b) Scrutiny Committee participates as a key stakeholder group as and when Member input is required during the transformation programme.
 - (c) Members ask any questions and request further information.

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Director of Children and Adults**

Background Papers

MTFP

Elaine Taylor: Extension 6079

S17 Crime and Disorder	n/a
Health and Well Being	Adult Social Care is central to health and wellbeing
Carbon Impact	None
Diversity	If significant changes are proposed an EIA will be undertaken
Wards Affected	All
Groups Affected	People in receipt of, or potentially in receipt of Adult Social Care
Budget and Policy Framework	MTFP
Key Decision	No
Urgent Decision	No
One Darlington: Perfectly Placed	Aligned
Efficiency	New ways of delivering care have the capacity to generate efficiency

MAIN REPORT

Information and Analysis

The need for Transformation

5. Changes in local demographics have created challenges to the delivery of social care and health services. People are now living for longer with multiple long term conditions and this has impacted on the number of people that require some form of social care support. The Care Act established new statutory requirements on Councils to promote individual wellbeing and prevent the need for care and support. This approach also assists councils in managing the current and increased future demand for care and support services.
6. The financial challenges are also significant, with increasing pressure on Adult Social Care budgets as a result of reducing resources and increasing demand for services. The programme delivers the MTFP budget reductions for Adult Social Care, resulting in a reduced base budget and a sustainable business model.
7. The thorough transformation of service delivery through a new operating model is enabling the Local Authority to respond to external changes and challenges in a managed and measured way.

Programme objectives

8. The vision is being delivered through a systematic and controlled delivery of projects and task and finish activities that are separated into 4 work streams:-
 - a) **Managing Demand** – Focussing on a robust preventative approach which is delivered through effective signposting and self-screening; an effective first point of contact and improved use of assistive technology. Enabling independence will divert those at risk of becoming vulnerable due to health and care needs away from dependence on formal care systems. Individuals will be able to access information and advice to help them manage their care needs. They will know what support networks are available to them locally, what they are entitled to, and who to contact when they need help.
 - b) **Maximising Independence** - The reduction in reliance on formal care settings is paramount to a sustainable future care model, focussing on a strength based approach to assessment; aiming to maintain independence for as long as possible; delivering care at the right point in an individual's circumstances, in their own home where possible and ensuring effective use of community resources and social prescribing. This combined with defined periods of reablement interventions when there is a change in circumstances, to get people back to normal function where possible. Where joint care is required, strong partnership working supports the individual to receive joined up care, regardless of the funding.
 - c) **Self Directed Support** – Implementation of an effective Resource Allocation System along with effective use of personal budgets and direct payment across the population to enable purchase of specialist service provision, where this is more cost effective than contracted services. This combined with effective use of the eligibility criteria should ensure cost effective use of resources.

- d) **Effective and Responsive Best Value Provider Economy** - To ensure a thriving, varied social care market within Darlington where providers offer continuously improving, high-quality, safe and innovative services. This includes work to develop markets for care and support that are sustainable over time. The work will have regard to ensuring a sufficiency of provision in terms of both capacity and capability to meet anticipated needs for all people in their area needing care and support regardless of how they are funded. The market will support the increased use of direct payments.
9. These work streams are underpinned by a number of cross cutting projects that are required to support the changes in service delivery:
- (a) **Workforce** – supporting staff to achieve a different approach to the provision of social care through cultural change, leading to positive risk taking and a focus on strengths and the delivery of just enough care at the right time to support independence. Training and workforce development in support of a changed culture and approach to service delivery with effective recruitment and retention that attracts good quality candidates and develops high quality staff. Backed up with quality practice and procedure guidance that is well communicated and useful to staff and a clear policy and criteria to support staff taking a strength-based positive risk-taking approach.
- (b) **Business Process Reengineering** – Effective processes to be put in place to support social care staff in practice, maximising the time they can spend with clients, including effective and improved reporting and improved business intelligence. This coupled with effective use of ICT systems and mobile working to produce a LEAN working system with systematic removal of waste and increased value added work with clients.

Programme Deliverables and Progress

10. The adults programme is progressing well with some complete pieces of work and many more nearing completion.
11. The programme is regularly reviewed and new work added or the scope of pieces of work widened as applicable, via stringent change control methodology.
12. Understanding the risk associated with our Section 117 aftercare commitments; implementing a Brokerage function to support social workers in arranging care packages and to support Liquid Logic implementation and undertaking a review of our off framework purchases to assess value for money are three key pieces of work which have been completed.
13. Overall the Adult Social Care Transformation Programme remains on track with quantifiable progress in relation to package reviews, reablement improvement planning, and deliverables related to the implementation of Autonomy taking shape. The review of first point of contact is progressing well with many areas identified to improve our service and improve our prevention offer, the Just Checking Assessment tool has been implemented and is awaiting review and improvements to Validation Forum are well embedded with a review due in August 2017 to inform the next steps.
14. A high level summary of the progress against each workstream and their associated projects is provided in the table below:

Work stream	Project/Deliverable	Delivery Date	Status
Managing Demand	An online community directory	Nov 2017	In progress
	An online self-assessment and screening tool (the portal):-		
	<ul style="list-style-type: none"> Care Need Screening Financial Contribution Screening On line Financial Assessment 	Nov 2017 Nov 2017 Apr 2018	In progress In progress Not started
	A vibrant voluntary community sector, groups and networks	Nov 2017	In progress
	A realigned single front door Implementation	Sept 2017 Jan 2018	In progress Not started
	Strengthen validation forum arrangements	Sept 2017	In progress
	Section 117 Aftercare & risk	Apr 2017	Complete
Maximising Independence	Strength based review of Care Packages	Mar 2018	In progress
	Financial contributions towards S117 packages of care	Sept 2017	In progress
	Intermediate care provision & reablement Implementation	Dec 2017 Mar 2018	In progress Not Started
	Short stay beds	Dec 2017	In progress
Self-directed support	Resource Allocation System	Sept 2017	Nearing completion
	Eligibility criteria	Dec 2017	In progress
	Direct payments	Sept 2017	In progress
An effective, responsible and best value provider economy	Refresh the Market Position Statement & Commissioning intentions	Sept 2017	Nearing completion
	Off framework Value for money checklist	Jun 2017	Complete
	Review of In House Adult day opportunities/services	Apr 2018	Starting
	Brokerage function	Jun 2017	Complete
	Extra Care Provision – Package reviews	Feb 2017	Complete
	Extra Care - Contract & Service delivery model	Nov 2017	In progress
	Housing Options for all client groups	Mar 2018	Starting
	Maximising the value of DFG		Not started
	Review of telecare/telehealth	Apr 2018	In progress
Commissioning Intentions Work Plan		In progress	
Workforce	Directorate WF Development Strategy		In progress
	Effective recruitment process		In progress
	Staff retention		In progress
	Leadership Capacity and Capability		In progress
	Effective management oversight		In progress
	Cult of innovation & Creativity		In progress
Business processes	Mobile working Adults Roll out		Not started
	Adults LL implementation:- Data Capture & Performance Reporting –	Sept 2017	In progress

Work stream	Project/Deliverable	Delivery Date	Status
	improved Business Intelligence & Budget Reporting and PMF refresh following LL implementation		
	Transitions Pathway Review	Sept 2017	Nearing Completion