

Report to Overview and Scrutiny Committee

Thursday, 23rd June 2022

Item Name: Adult Social Care Transformation Programme

Lead Officer: Sara Storey, Director for Adult Health and Social Care

Lead Portfolio Holder: Councillor Linda Woodings

1. Purpose:

- I. The purpose of the report is to provide an overview of the Adult Social Care Transformation Programme and progress to date.

2. Actions and Recommendations

The Committee is asked to:

- I. Note the ambition, expected outcomes, scope and risks associated with the Adult Social Care Transformation Programme
- II. Consider the development of the programme, projects and progress to date.
- III. Identify any potential projects for a deep dive at the next update to Overview and Scrutiny on the Adult Social Care Transformation Programme

3. Programme Overview

- I. Adults Health and Social Care are embarking on a transformation to address challenges of increasing demand, workforce retention and financial pressures. To address this a programme of change has been developed to improve service quality, provide better outcomes for citizens and deliver financial savings for the Council.
- II. The programme is designed to work towards delivering the outcomes from the Social Care Futures enquiry: ***“We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us”.***

The 5 key changes that the programme is working towards are:

- Communities where everyone belongs
 - Living in the place we call home
 - Leading the lives we want to live
 - More resources, better used
 - Sharing power as equals
- III. The Adults Social Care Programme covers three key areas of transformation - the programme ambition:

<p>Promoting independence, preventing and delaying the need for longer term care</p>	<p>Developing the service offer to provide better outcomes</p>	<p>Strengthening and developing the workforce</p>
<p>We will promote and maintain independence, providing early intervention to 'prevent, reduce or delay' the need for care and support including maximising our use of digital technology to help maintain or increase people's independence.</p>	<p>We will focus on outcomes that matter to the individual, supporting people to define what they want to achieve and have choice and control over what happens to them, in the most appropriate setting, and how support meets their needs.</p>	<p>We will strengthen and develop the workforce, including effective workforce recruitment and retention and a developed strengths based practice model to provide better quality and improved decision making and outcomes; getting it right first time</p>

IV. The objectives the programme aims to achieve for citizens:

- **Help people to stay safe and well**; support prevention, promote healthy lifestyles and intervene early when people's wellbeing is at risk to avoid crisis and loss of independence
- **Support personal and community resilience and strengths**, ensuring citizens are connected to the resources and support in their local neighbourhoods
- **Increase, retain or restore independence** and reduce the dependence on council funded care and support where possible to benefit the individual
- **View the citizen in the driving seat**, as the expert in their own life; co-producing

V. The expected impact of the change and outcomes for citizens as a result of programme:



4. Programme Financial Benefits

- I. The total financial impact of the transformation programme as stated in the Medium Term Financial Plan is £16.914m which were approved in separate reports.

- II. The one off dedicated resources supporting development and implementation of the programme total £0.783m commencing in 2020/21 and spanning the 4 year Medium Term Financial Plan period.

This yields a forecast return on investment of 4.45:1 which is higher than the investment principle of a 3:1.

	Year 1 2022/23 £m	Year 2 2023/24 £m	Year 3 2024/25 £m	Year 4 2025/26 £m	TOTAL over 4 years
Financial savings approved in November 2021	(2.428)	(2.875)	(3.947)	(4.180)	(13.109)
Gross financial savings February 2022	(0.226)	(0.885)	(1.416)	(2.073)	(4.650)
On going resources (staffing requirement)		0.372	0.372	0.372	1.116
Financial savings approved in February 2022 (net)	(0.226)	(0.513)	(1.044)	(1.701)	(3.534)
TOTAL TO BE DELIVERED	(2.654)	(3.388)	(4.991)	(5.881)	(16.914)

5. Governance

- I. The Adults Programme Board meets monthly, providing effective decision-making, steer and direction to support delivery of the programme. Presentations on progress of the projects are supported by robust project performance reporting against the expected outcomes and financial benefits.
- II. To further support governance, progress and updates against the ambition of the programme and expected benefits are provided to People Leadership Team and the Transformation Board.

6. Programme Risks

The key programme risks are explained below:

- I. Insufficient homecare capacity.
Mitigation includes: The prioritisation of demand. Commissioning working to increase capacity in the external market. Alternatives being identified where appropriate. Escalated to People Leadership Team and Corporate Leadership Team. Work with the Integrated Care System and voluntary sector to seek alternatives to support citizens.
- II. There is a risk of significant challenge for external providers to recruit, which may result in providers not having enough resources to deliver commissioned services. This in turn could lead to inappropriate provision/placement of services for citizens.
Mitigation includes: A corporate recruitment campaign as well as a targeted approach in partnership with the Jobs Hub, to recruit for the external market to help support with the recruitment challenges. The Integrated Care System have a work-stream focused on the mid-term challenges to address perception, terms and conditions and career opportunities.
- III. There is a risk that there will be insufficient capacity to carry out the transformation programme as well as all statutory duties.
Mitigation includes: Workforce and Organisational development strategy in development. This will address issues of pay and grading as well as career progression. External company commissioned and carrying out reviews and

assessments to reduce backlog. Plan to be developed for gradual return to office bases and resuming face to face assessments.

- III. There is a risk that the number of citizens and the length of stay within residential care will continue to increase.

Mitigation includes: National benchmarking shows that Nottingham has some of the highest numbers in residential care. This often means that citizens are placed in this inappropriate, high cost setting and not supported to live independent lives. The aim of the Increase Independence for Older People project is to reduce the number and length of stay in residential care. Further the Development of more options for Independent Living project is underway and promoting the shift from residential care to supported living for people with whole life disability and mental health.

- IV. Inability to engage appropriately with significant stakeholders, including Health colleagues, citizens and their families could impact the programme.

Mitigation includes strategic involvement in ICS programmes; active engagement scheduled as required in each work programme; and a commitment to principles of co-production, co-design and engagement from all programme leads.

- V. There is a risk that the change initiatives may not effectively manage demand across Adult Social Care resulting in insufficient or inappropriate outcomes for citizens and increased cost of the service.

Mitigation includes: The programme is delivering the Better Lives, Better Outcomes strategy. The programme includes strengthening and developing the workforce and a developed strength-based practice model to provide better quality and improved outcomes. Systems and processes will be developed while delivering service improvements, including the monitoring of outcomes and financial impact. SLT developed practice and culture plan based on national strength based approach guidance and staff engagement events taking place.

7. Scope of Programme

- I. The projects within the Adults Social Care programme are varied in their scope, timelines, costs and benefits. Collectively, the overall programme will improve outcomes for residents through the provision of services in a more cost-effective way.
- II. The projects will be underpinned by moving to a more strengths based practice model across Adults Health and Social Care with the supporting training, development procedures, protocols and case management across all areas of the service.
- III. The projects within scope of the programme and the aim of each project and the level of financial savings expected over the four-year period:

<p>1 Housing and Support Strategy Action Plan</p> <p><i>Create a strategy and plan to develop accommodation and support options that promote independence, provide choice and are less restrictive</i></p>	<p>2 Strengths Based and Occupational Therapy Prevention Led Reviews</p> <p><i>Increase strengths based reviews of care and support packages to maximise independence and prevent or delay the need for longer term care</i></p>	<p>3 Development of options for more Independent Living</p> <p><i>To promote independence and increase the number of citizens in supported living arrangements</i></p>
<p>4 Workforce and Organisational Development Strategy</p> <p><i>Create and deliver a workforce development plan, including a new recruitment and retention strategy; career progression pathways; as well as training and development approaches that provide better quality and improved outcomes for our citizens</i></p>	<p>5 Increase Independence for Older People</p> <p><i>Improve the offer for older people, have strength based conversations and promote independence to prevent and reduce stays in residential and nursing care</i></p>	<p>6 Performance Framework</p> <p><i>Develop a performance framework to enable benchmarking and evaluation of the delivery of improved outcomes and realization of benefits</i></p>
<p>7 Development of new model of service for Adult Social Care</p> <p><i>Implement a new model of service that maximises quality and outcomes for citizens</i></p>	<p>8 Expanding Shared Lives</p> <p><i>Expansion of the Shared Lives service to make more placements available for people to live in a family home environment with personalised care provided from within the family unit</i></p>	<p>9 Extending face to face prevention work for new people</p> <p><i>Supports the prevention agenda to tackle the root causes of issues and not just the symptoms through taking a strength based approach</i></p>
<p>10 Liberty Protection Transformation</p> <p><i>Preparation and implementation of new Liberty Protection Safeguards legislation</i></p>	<p>11 Extend the range of options and approaches to facilitate how needs are met</p> <p><i>Increased range of options and choice for people to buy and manage support that is safe and assured</i></p>	<p>12 Information, Advice and Access</p> <p><i>People can find the information and advice they need easily and through the channels they prefer to make informed choices early on and reduce the risk of crisis and escalation.</i></p> <p><small>*Delivered through the Customer First Programme</small></p>

Financial savings over £1m	
Financial savings £500k to £999k	
Financial savings under £249k	
No Financial savings	

III. To ensure appropriate oversight, risk management and robust delivery against the proposed implementation dates, the existing programme scope has been reviewed in light of the adult social care reform proposals for legislative change and now includes the following projects:

<p>1. Implementation of Care Cap</p> <p>Aim to start project development June 2022 Implementation October 2023</p>	<p>2. Fair Cost of Care and Market Sustainability</p> <p>Aim to start project development June 2022 Market sustainability plan finalised February 2023</p>	<p>3. Inspection and Assurance</p> <p>Project start May 2022 Implementation of CQC Quality Assurance Framework April 2023</p>
<p>4. On-line Assessments</p>	<p>5. Partnership and Integration</p>	

8. Progress to date

I. The Workforce and Organisational Development Strategy

- a. Workforce and Organisational Development Strategy developed to support workforce development, to provide better quality and improved outcomes for our citizens. Draft strategy has been supported by Peoples Leadership Team and is expected to be ratified in June 2022.
- b. The strategy includes pay and progression and career progression pathways. The pay and progression objective of the strategy has proceeded at pace and

agreed by Corporate Leadership Team. Engagement with colleagues on pay and progression has been extensive, and Unions have been involved at an early stage with consultation planned.

- c. A governance board is to be established in July 2022 to oversee delivery of action plans.

II. Strengths based reviews and Occupational Therapy prevention led Project

- a. The allocation of social care assessments to an external provider has resulted in reduced waiting times for citizens to be contacted and is preventing care and support needs escalating and the unnecessary provision of longer term care and support. This has decreased the backlogs in Duty and the Integrated Enablement Team (hospital) and has had a positive impact on the Adult Social Care workforce, appreciating that citizens have been contacted and their strengths-based conversations underway.
- b. The allocation of cases to review existing care and support packages is also in progress; citizens are having strengths-based conversations to maximise independence and as a result financial efficiencies are being delivered.
- c. Lessons learned from delivery of the project to date have formed the next stages of the plan; to collect accurate performance information to ensure the project is focusing its attention on the priority areas for improvement, review and revise key business processes to ensure more streamlined and efficient service delivery and to gain a better understanding of the cases and the citizens journey to improve the quality of service delivery.

IV. Development of options for more independent living Project:

- a. Project in delivery to further increase supported living options; promoting the shift from residential care to supported living arrangements, enabling people to live as independently as possible and in the least restrictive settings.
- b. Workforce capacity has increased to support delivery of this initiative.
- c. Of the initial 30 moves planned into high quality supported living accommodation, 11 have already taken place resulting in better value for money with the financial savings target for this financial year being met.

V. Increase independence for older people Project:

- a. Project and plan developed to improve the offer for older people; to have strengths-based conversations and promote independence, preventing and reducing stays in residential and nursing care.
- b. To better understand the issues of high number of placements of citizens in residential care and prioritise activity to provide an improved offer, data analysis conducted showing numbers in residential care in comparison to other local authorities and identifying trends and analysing placements in residential care by team.

VI. Expanding Shared Lives

- a. Project initiated to develop the Shared Lives service and increase placements for people to live within a family home environment with personalised care provision.

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