

Health and Adult Social Care Scrutiny Committee

13 June 2024

Adult Social Care Single Integrated Delivery Plan 2024-28

Lead Executive Member: Councillor Pavlos Kotsonis, Executive Member for Adult Social Care and Health

Lead Officer: Roz Howie, Interim Director of Adult Health, Social Care and Commissioning

1. Purpose

- 1.1 The purpose of the report is to provide an update on the development and implementation of the Adult Social Care Single Integrated Delivery Plan (SIDP) 2024-28, and the delivery progress to date.

2. Background Information

- 2.1 The strategic context for the Council is complex due to events in its recent history. A number of separate plans had been created with different aims and objectives, some from a strategic point of view, some with the aim of improving practice, and others specifically relating to balancing the Council's budget and making savings. In addition to financial sustainability, the Council must meet its statutory duty to provide social care services for people who have been assessed as needing them. The principle of fulfilling these statutory duties in the most cost-effective way and ensuring value for money of the services provided underpins the development of this SIDP and enables a greater understanding of the volume of work currently being undertaken and support prioritisation and sequencing of work.
- 2.2 Adult Social Care in Nottingham had five extensive plans of work in place, delivering a wide range of outcomes, with 53 individual projects within them (excluding enabling projects). Each plan had been developed in isolation of the others, some corporately, though many of the projects have interdependencies with each other. To create a manageable programme of work, all the projects have been brought together into one programme of work – the 'Better Lives Better Outcomes – Next Steps to Sustainability' SIDP.
- 2.3 By consolidating all projects together into this single integrated delivery plan and building on the success of achievements to date, it is anticipated that Adult Social Care can more clearly evidence the difference being made, and go further and faster to deliver and demonstrate sustainability for the future. The plans pulled together are detailed below:
 - Existing Adults Transformation Activity (Adults Transformation Programme)
 - Care Quality Commission (CQC) Action Plan
 - The Financial Improvement Plan
 - The Commissioning and Partnerships Improvement Programme

- Medium-Term Financial Plan Savings (MTFP) (review of the Council's Duties and Powers)

Adults Transformation Programme

- 2.4 The Transformation Programme was developed following a Non-Statutory Review published in November 2020. The review set out the improvements required to deliver significant savings targets. A Transformation Team was created to lead on the project management aspects of delivery and hold identified lead officers to account for delivery.
- 2.5 The Transformation approach has achieved considerable success in delivering change for Adult Social Care, but needs to continue at pace to achieve its full benefits in respect of financial savings. All projects and all financial targets for Adult Social Care identified as part of the action plan for Transformation have been integrated into the SIDP.

CQC Action Plan

- 2.6 The Government set out a 10-year vision and its requirements to deliver social care reform in the 'People at the Heart of Care' White Paper, published in December 2021. One of the key changes in the White Paper was the requirement for the CQC to assess local systems and provide independent assurance to the public in respect of quality of care in their area.
- 2.7 In May 2023, Nottingham was identified as one of the pilot sites for a CQC Assurance visit, to test out the local authority assessment approach, and the findings were published in November 2023. Whilst an overall rating of 'Requires Improvement' was given, a number of key strengths were identified, including that senior staff showed a good awareness in relation to the areas that required improvement and that there was evidence of progress made and further plans of how this would be achieved, but with more work to do.
- 2.8 The areas for development include:
- mixed feedback from some teams around caseloads, systems, and pathways between teams, and how teams work with partners;
 - some gaps identified in the provision of accessible information for people;
 - difficulties in relation to people finding suitable accommodation, linked to the broader challenges in housing capacity in Nottingham;
 - a need for further co-ordinated work to support people more effectively from different cultural and diverse backgrounds;
 - areas such as co-production were identified by the local authority as needing to improve, along with better collection and use of data;
 - working with partners such as health on an individual level was positive, however, more structural relationships could be developed to improve this; and
 - use of advocacy services could be improved, especially support for carers.

- 2.9 These areas for development have been worked up into an action plan, signed off in January 2024. The workstreams identified within the action plan have been integrated into the SIDP.

The Financial Improvement Plan

- 2.10 A plan of work has been developed to improve the business processes around financial management within the Council for budget holders. The accuracy of budget management, budget monitoring and financial forecasting was perceived as lacking during the financial year 2022/23, with significant unexpected variances reported at the year-end for Adult Social Care.
- 2.11 This work is considered important to improve both the accuracy and the ownership of budget monitoring and forecasting by budget holders. In November 2023, it was proposed to progress the work on a pilot basis – with Adult Social Care being used as the pilot due to its high level of spending on care packages and the fact that it represents a considerable proportion of the overall Council budget. The feedback from the pilot would support decision-making in respect of how this can be progressed across the wider Council. The workstreams identified within the action plan have been integrated into the SIDP as key enablers to embed good financial stewardship.

The Commissioning and Partnerships Improvement Programme

- 2.12 Commissioning and Partnerships governed their improvement work through a Programme Oversight Board. The savings from this programme of work amounts to £2.466 million for 2024/25 and £4.51 million for 2025/26 in respect of Adult Social Care, with cost mitigation and avoidance of £1.925 million and £2.647 million for the same years, respectively. These savings and associated projects to deliver have been integrated into the SIDP, ensuring that double-counting is avoided.

MTFP Savings

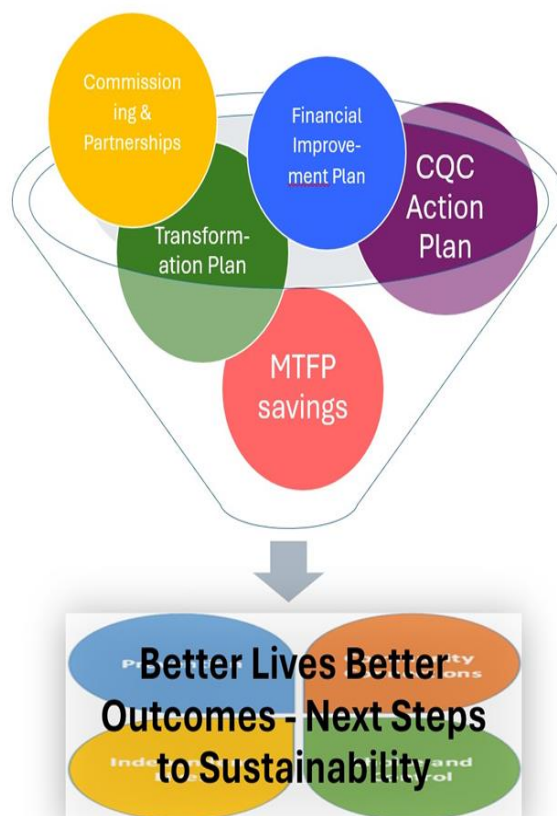
- 2.13 The Council's Budget Strategy and MTFP 2024/25 to 2027/28 was presented to the Council's Executive Board on 19 December 2023. It sets out the Council's continuing budget planning process and the savings proposals developed by officers using the Duties and Powers framework, led by the Section 151 Officer. The aim of the approach is to allow the Council to re-size to a scale that matches its financial envelope. This methodology identified an additional £7.717 million in savings for Adult Social Care to be delivered between 2024/25 and 2027/28. These savings and associated projects to deliver have been integrated into the SIDP.

3. SIDP

- 3.1 At a workshop in late March, and with the support of the Local Government Association and colleagues within the Transformation Office, 53 active items of change and transformation activity were grouped coherently and holistically into a new programme of work – 'Better Lives, Better Outcomes – Next Steps to

Sustainability' - with the following four themes (additionally, a small amount of activity sits within a separate Customer Theme):

- Prevention and Independence
- Social Care Practice
- Care Placement
- Enabling Functions



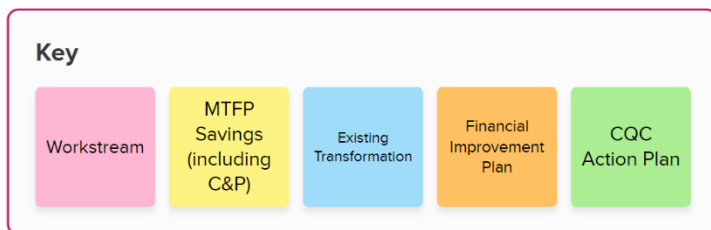
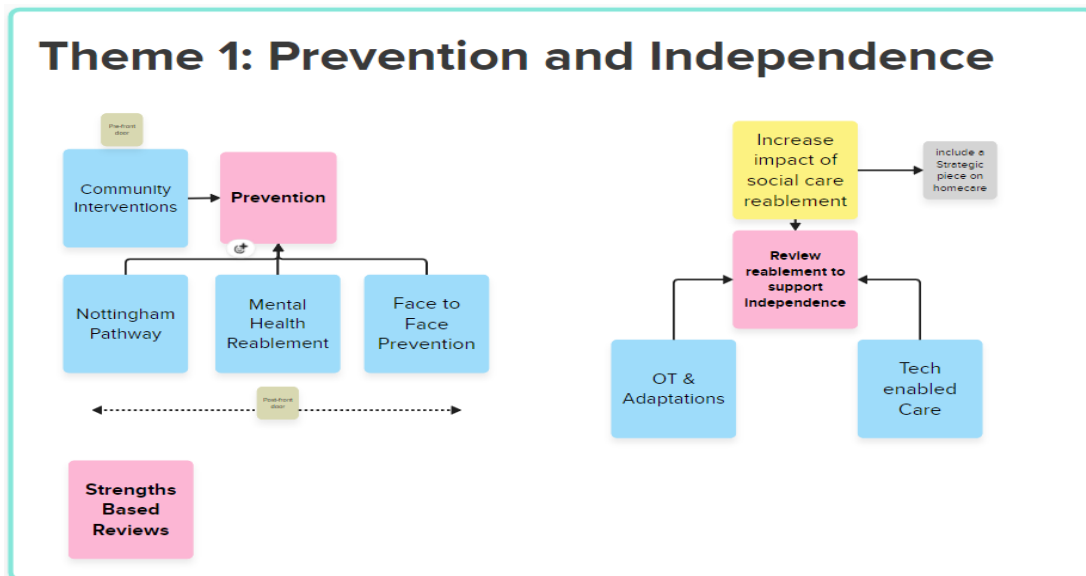
3.2 These themes bring together the projects and deliverables to create one single integrated plan for Adult Social Care, with a focus on delivery of better outcomes for citizens, improved ways of working for staff and ensuring that the Adult Social Care contribution to the financial sustainability of the wider Council is met.

3.3 An integrated programme approach to delivery, under the umbrella of 'Better Lives, Better Outcomes', will illustrate what success will look like in terms of individual projects and will further develop work to ensure that links with other projects within the programme are clear. It is therefore an ambitious and wide-reaching delivery plan – prioritisation and sequencing of both projects and enabling workstreams will be key to success.

Theme 1: Prevention and Independence

3.4 The Prevention workstream aims to enhance the well-being of citizens and reduce the demand on Adult Social Care through a variety of initiatives at access points like the Nottingham Health and Care Point, and within the community (pre-front door) through community co-ordinators. Through these initiatives, the

Council will support its residents in becoming more resilient and independent, helping to prevent, reduce and delay the need for long-term care as well as reducing demand on assessment teams.

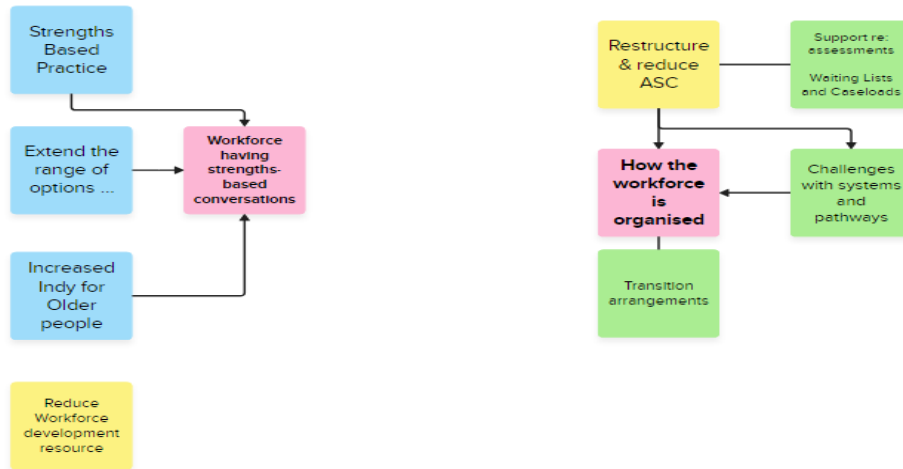


Please use key for theme 2, 3 and 4

Theme 2: Social Work Practice

- 3.5 The 'Workforce having strengths-based conversations' workstream brings together three related Transformation projects that use strengths-based working to bring about outcome-focused services for citizens that maintain their independence, preventing and delaying the need for longer term care. Through the 'How the workforce is organised workstream', several challenges identified at the CQC inspection will combine with a two-year MTFP savings project to restructure Adult Assessment, using this opportunity to reshape the operating model for Adult Social Care and address long-standing issues with waiting lists, caseloads, and delays.

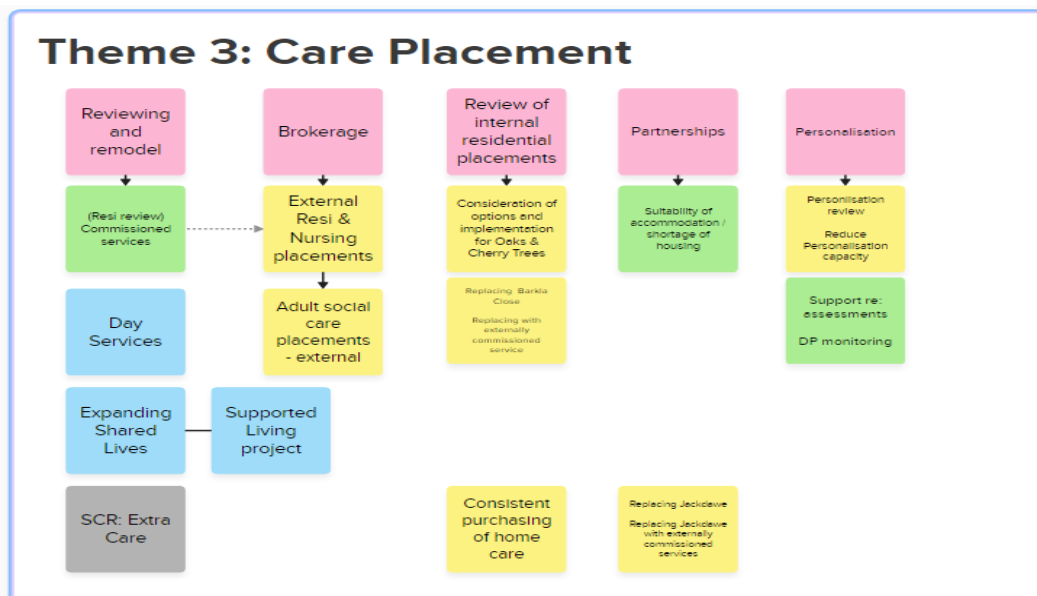
Theme 2: Social Work Practice



Theme 3: Care Placement

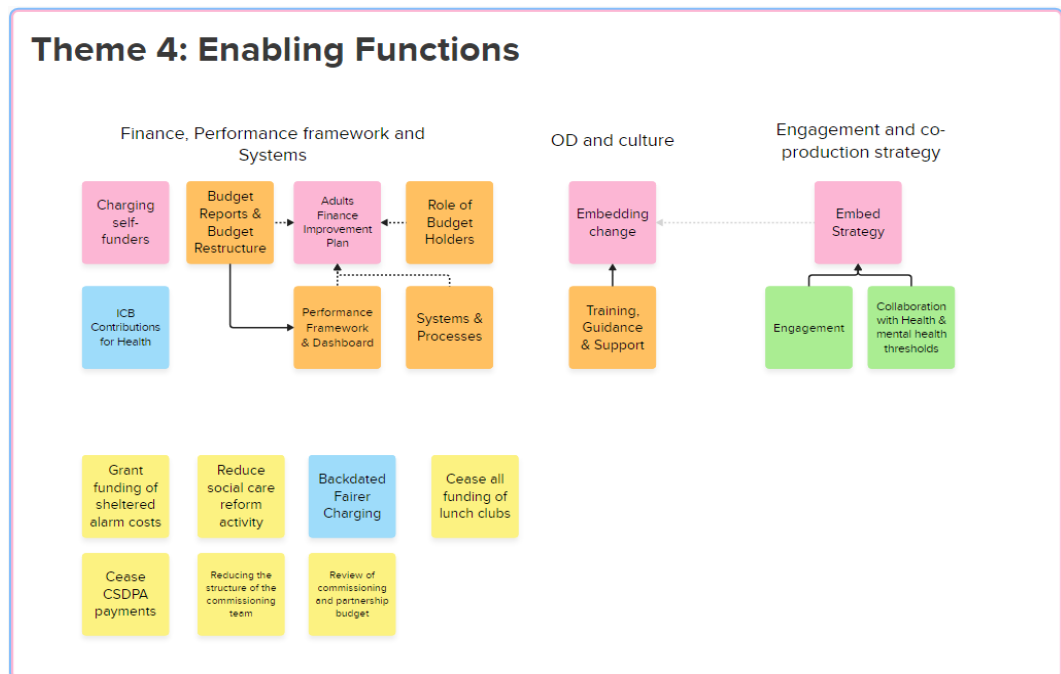
3.6 These five workstreams are largely Commissioning-led. They include Best Value reviews of internal provision for Day Care, Older People’s residential care and respite care for working-age citizens with learning disabilities. Some external services will be reviewed, such as Extra Care. Shared Lives will work more closely with the Supported Living project to ensure better outcomes for citizens in the Whole Life Disability service. Through the creation of a Brokerage service, existing residential and nursing placements will be reviewed to ensure they are achieving Best Value for citizens and new placements will be brokered by the service. This combines with a related MTFP saving proposal to address financial sustainability by meeting needs in the most appropriate way.

Theme 3: Care Placement



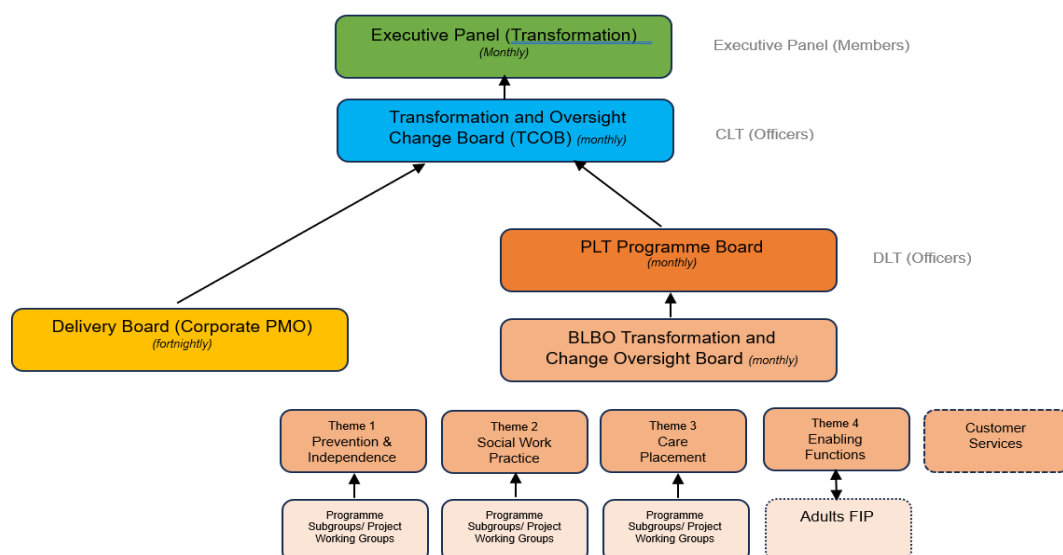
Theme 4: Enabling Functions

- 3.7 Through the Adults Financial Improvement plan, Adult Social Care will improve its budget management, monitoring and forecasting to ensure future financial sustainability in line with the requirements of the overall corporate plan. The project will in turn revise its budget structure, refocus on the accountability of budget holders, review and revise systems and processes, and create a performance framework and dashboards.
- 3.8 The Embed Strategy workstream will develop an Engagement Strategy and Delivery plan to create co-production opportunities for citizens, local partners and the voluntary sector with Adult Social Care and Commissioning and Partnerships. It will also seek to improve structural relationships with Health partners. Lastly, the Embedding Change workstream will tie 'Training, Guidance and Support' needs for the Adults Financial Improvement Plan into the rest of workforce development requirements.



4. Governance

- 4.1 The 'Better Lives, Better Outcomes' Programme Board is responsible for the delivery of the SIDP for the Adult Health and Social Care and the Commissioning (Adults' and Children's) Transformation Programme, and replaced the Adults' Programme Board in April 2024. The Board will provide a gateway for key information updates, actions and decisions on programme/project delivery, supporting the 'Better Lives, Better Outcomes' and Commissioning Strategies, keeping the citizen at the heart of the services that the Council provides.



5. Financial Benefits

5.1 For the 4-year MTFP 2024/25 to 2027/28, the combined gross total of incremental savings to be delivered is £24.9 million:

	MTFP 2024/25 £m	MTFP 2025/26 £m	MTFP 2026/27 £m	MTFP 2027/28 £m	Cumulative 4-year MTFP Impact £m
MTFP Savings (Duties & Powers)	(2.298)	(4.983)	(0.061)	(0.374)	(7.717)
Existing Transformation	(6.181)	(5.331)	(4.364)	0.000	(15.876)
Service Led Savings	(1.073)	(0.233)	0.000	0.000	(1.305)
CQC Action Plan	0.000	0.000	0.000	0.000	0.000
	(9.551)	(10.548)	(4.425)	(0.374)	(24.898)

5.2 By Programme Theme, gross incremental savings are as follows:

	MTFP 2024/25 £m	MTFP 2025/26 £m	MTFP 2026/27 £m	MTFP 2027/28 £m	Cumulative 4-year MTFP Impact £m
Customer Services	0.000	(0.300)	0.000	0.000	(0.300)
Theme 1: Prevention & Independence	(1.516)	(0.787)	(0.168)	0.000	(2.470)
Theme 2: Social Work Practice	(4.768)	(5.525)	(3.296)	0.000	(13.589)
Theme 3: Care Placement	(2.177)	(3.630)	(0.961)	(0.374)	(7.143)
Theme 4: Enabling Functions	(1.089)	(0.306)	0.000	0.000	(1.395)
	(9.551)	(10.548)	(4.425)	(0.374)	(24.898)

5.3 The existing Transformation programme has been in delivery since 2022. On a gross cumulative basis, for 2023/24 a forecast financial position of £4.1 million

actual savings is shown against a savings target of £7.16 million, meaning an under-delivery of £3.06 million. This includes some projects designated as 'service-led'. On a gross incremental basis, the programme delivered £1.315 million savings against a target of £4.509 million, meaning an under-delivery of £3.194 million.

5.4 The overall savings in Adult Social Care approved by full Council are detailed below:

Adult Social Care Savings	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Existing Programme Savings				
Proactive reviews and timely assessments	(840,000)	0	0	0
Shared Lives - Expansion of service	(232,638)	(232,638)	0	0
Adults Complex Redesign - Occupational Therapy and Adaptations	(16,739)	0	0	0
Adults Complex Redesign - Developing Strength Based Practice/Workforce	(3,984,233)	(3,676,939)	(3,211,971)	0
Adults Complex Redesign - MH Reablement	(391,407)	(167,628)	(167,628)	0
Adults Transformation - Supported Living	(634,899)	(732,160)	(900,160)	0
Adults Transformation - Supported Older People to live more independently	(122,247)	(97,664)	(84,046)	0
Adults Transformation - Prevention Offer	(268,000)	(319,000)	0	0
Adults Transformation - Supported Living U65s	(263,000)	(168,000)	0	0
Adults Transformation - OP supporting people to live more independently		(170,000)	0	0
Existing Programme Total	(6,753,163)	(5,564,029)	(4,363,805)	0
New Duties & Powers Savings				
Restructure and reduce Adult Social Care Assessment function	(636,000)	(1,567,000)	0	0
Close Jackdawe in-house homecare and source from external market	(189,333)	(94,667)	0	0
Closure of Barkla Close and purchase of Residential Respite Care from the external market.	0	0	(61,289)	(61,289)
Cease all grant funding of Lunch Clubs	(36,500)	(36,500)	0	0
Close The Oaks and Cherry Trees Residential Care Homes for Adults	0	0	0	(313,000)
Cease Chronically Sick and Disabled Persons Telephone Service	(10,000)	(5,000)	0	0
Grant funding of Sheltered Alarm costs	(177,000)	0	0	0
Expand Deputyship Service leading to increased fee revenue	0	(300,000)	0	0
Consistent purchasing of Adult Social Care home care packages	(210,000)	0	0	0
Reduce Learning and Development Team resource	(26,000)	(13,000)	0	0
Increase impact of social care reablement to reduce need for long-term care	0	(300,000)	0	0
Reduce the Personalisation Hub capacity	(147,500)	(147,500)	0	0
Adult Social Care Placements - External	0	(1,184,000)	0	0
External Residential and Nursing Care Placements	0	(1,070,892)	0	0
Reduce Social Care Reform Activity	(510,750)	(170,250)	0	0
Duties & Powers Total	(1,943,083)	(4,888,809)	(61,289)	(374,289)
Overall Adults Programme Total	(8,696,246)	(10,452,838)	(4,425,094)	(374,289)