

ADULT SERVICES SCRUTINY COMMITTEE – 2 DECEMBER 2009

TRANSFORMING ADULT SOCIAL CARE – UPDATE ON PROGRESS

Report by Director for Social & Community Services

Headlines for this update:

- The Transforming Adult Social Care programme has scaled up considerably since the last Scrutiny meeting
- Good progress is being made in all areas of the programme
- Increased User/Carer involvement and partnership working with the PCT
- Staff briefings have commenced

Introduction

1. This report summarises the progress being made by Social & Community Services (S&CS) in implementing the Transforming Adult Social Care (TASC) change programme. An additional summary of the Self Directed Support Evaluation of the Learning Exercise which started in December 2008 is provided under separate cover.

Background

2. The Government introduced a major change programme for adult social care in December 2007: *Putting People First: A shared vision and commitment to the transformation of Adult Social Care*.

Key areas of this transformation include:

- for every locality to have a single community based support system based on the health and well being of the population;
- to introduce a mainstream system focussed on prevention, early intervention, enablement and high quality personally tailored services;
- for people to have maximum choice, control and power over the support services they receive to meet their needs and to have the best quality of life and equality of opportunity for independent living;
- to introduce personal budgets for people to choose their own support services;
- to ensure that those people who, through illness or disability, are unable to express needs or wants will be supported and protected.

3. This means that everyone who receives social care support regardless of their level of need, in any setting, whether from statutory services, the third and

community or private sector or by funding it themselves will have choice and control over that support.

Overall Progress

4. In October 2009 The Association of Directors of Adult Social Care (ADASS), the Local Government Association (LGA) and the Department of Health published *Progress Measures for the Delivery of Transforming Adult Social Care Services*. This document sets some high level measures and milestones to be achieved over the next 18 months. These are attached as Annex 1.
5. At present we are on target to achieve most of these milestones and we are working on the areas that need some support. As you will see from the remainder of this report good progress is being made in all areas of the programme. By the end of November a Programme Definition Document will have been completed and will be presented to the January 2010 TASC Programme Board and then the Corporate Change Board for approval. A new Programme Assurance group will be starting in December 2009 to oversee the work of the Programme and the Programme Board. Draft terms of reference are attached at Annex 2.
6. Oxfordshire PCT has also been selected as one of the 20 national in-depth Personal Health Budget pilot sites and work has just commenced on this project. We have also been selected as one of 3 regional sites to develop User Led Organisations and work has commenced on this project to develop a Centre for Independent Living.
7. **User/Carer Involvement:** There has been ongoing work with the Service User/Carer Reference Group to support the work of the programme. The Group meets every 8 weeks and at the last meeting discussed the self directed support model for Oxfordshire, information provision and the new Centre for Independent Living. The remit of the Group has now broadened from self directed support to cover the remit of the entire programme. New members are being recruited to ensure good representation across client groups and localities and the group is very actively involved with the Programme. Two members of this group will be asked to be members of the new Programme Assurance Group.
8. **Communications:** Monthly universal updates and a shorter bi-monthly newsletter are sent to a large number of key stakeholders. The communication has been welcomed by recipients. In October and November members of the Transforming Adult Social Care Programme Team have presented at 16 external events. Staff briefings on the new self directed support model have also now commenced. Partnership working with Oxfordshire PCT on Personal Health Budgets has recently started.

Progress on the specific project areas:

9. **Access, Information and Advice**
Information and Advice: An Operational Lead has now been appointed to the project, with the Project Initiation Document being formally signed-off by the TASC Programme Board in September 2009. A member of the Corporate Communications Team has now also joined the project's Core Team. A public information strategy will be developed by January 2010.
10. The project has delivered a number of "Quick Wins" around the public facing website, including repairing 110 broken links; inserting 60 additional links; and amending over 50 pages that contain grammar and typing mistakes. A 28 page report has been sent to both Service Managers and the Web Team detailing further improvements – these are currently being addressed.
11. The project has begun auditing the quality, provision and dissemination of information – this involves working with Service Managers and Service Users (via consultations). The audit is scheduled to continue until December 2009, when the process of identifying the required improvements will start.
12. **Access:** The Access Project is still on hold until further information is available on the proposed new Corporate Contact Centre. The project is also on hold until the role (and thus boundaries) of the Access Team are further clarified; this is a piece of work that is about to begin within the TASC Programme.
13. It is unlikely that work will begin on the project until early 2010, when both a Project Brief and Project Initiation Document will be developed. The project will need to take into account the new model around Self Directed Support whilst also supporting any new strategic direction of a Corporate Contact Centre.
14. **Community Building, Promoting Independence and Prevention**
To support the workstream a draft programme brief has been produced which outlines the deliverables, approach, governance, timescales, risks and costs. Alongside this work the Institute of Public Care has undertaken an analysis of case files, and interviews with service users and carers have been undertaken to help understand the routes and reasons for long term care home admission or repeat hospital admission in the older population. This work has helped identify two areas of development work - continence and turnaround.
15. For the continence service a project has been commissioned and is underway to develop a blueprint for implementing a new, re-designed continence service.
16. "Turnaround" is a new concept which aims to identify older people who may be on a pathway towards high dependency and residential care, and turn them back. This approach will be outcome focussed rather than service led and targeted at specific areas of the population. A pilot will be run to test and

establish the concept of turnaround with a project brief being available by the end of November 2009.

17. A Prevention conference was successfully run on 13 November 2009 with over 130 attendees gathered to discuss ideas around the prevention agenda and help to guide potential approaches.
18. **Real Choice and Support**
Self Directed Support: The Learning Exercise in the north of the County has been running since 1 December 2008. As of 16 November 2009, 221 people have been allocated a personal budget and the majority (160) have opted for a support broker to assist them to develop their plan. The development of proportionate outcome focussed reviewing will be a critical part of ensuring that people's needs are being met and that any risks are identified and are being managed.
19. The formal evaluation of the self directed support learning exercise was completed in September 2009. A workshop was held on 25 September 2009 that recommended a business as usual model and a county-wide implementation plan for self directed support. The model was agreed at the Transforming Adult Social Care Programme Board in September 2009. This new model will possibly require a restructure of teams and will have implications for the current care management teams and workforce. John Morgan has been appointed to lead the consultation with staff. The timescale for this work is tight, with the consultation phase expected to be finished by April 2010 and the new business model and structures in place soon after to meet the milestone of all new people in receipt of a personal budget by Oct 2010 and all existing people by April 2011.
20. The web site takingcontroloxon.org.uk was launched in March 2009 with 3,834 hits on the site by 16 November 2009.
21. **Reshaping the Supply Market:** The Individual Service Fund Project is now continuing in three additional Homes, and has delivered individual outcomes to clients in six Homes so far. Plans are in place to ensure the sustainability and growth of this project.
22. Flexible Respite is now in place in three Care Homes with plans to extend to more and, as Resource Allocation System pricing for respite beds has now been achieved, Support Brokers are now able to make respite care available to Clients. Transport Brokerage is to be made available to Providers, with the regular steering group meetings continuing.
23. The Support with Confidence Scheme for Personal Assistants was launched in late October and 5 Personal Assistants have been registered for approval to date. Work continues with Trading Standards to develop a similar scheme for Individual Support Brokers. Host organisations for the scheme are being appointed, and registered Providers who will train and supervise Personal Assistants on the Council's behalf.

24. Regular Provider Reference Group meetings continue, and Providers have now requested a meeting with Brokers, which will be held in the New Year.
25. **Support Brokerage Procurement:** The model for Support Brokerage is in the final stages of development, and as a result we are preparing the necessary procurement documentation.
26. There has been delay to this process for a number of reasons. The main delay, however, has come about as a result of the potential of Transfer of Undertakings (TUPE) becoming applicable to the procurement. This meant further work was required to define the role of the Support Broker and cross-referencing that with the role of existing Care Managers to determine whether TUPE *will* or *will not* need to apply to the procurement. The results of this work are expected shortly. Other delays relating to volumes, financing the contracts, and announcing the consultation process are all being addressed by the Leadership Team. It is expected that approval for the procurement will happen before the end of November 2009.
27. Assuming that the procurement is signed-off by the end of November 2009, Expressions of Interest will be published externally in early December 2009 with the aim of having new contracts and services in place in late Spring 2010.
28. **Sustaining the Changes**
Workforce Development: A workforce strategy for Adult Social Care has been developed. A cross directorate group will now provide strategic lead and direction to implement the objectives set out in the Adult Social Care Workforce Strategy (2009 – 2012) and will ensure that key workforce priorities in Oxfordshire are addressed to underpin the transformation of adult social care.
29. An organisational review will be conducted over the next 3 months, redesigning services and functions to accommodate the self-directed support model. Regular meetings continue to be held with UNISON to discuss workforce implications; staff are kept informed of progress and will be involved wherever possible in the review. Part of the organisational review will also include the development of a training programme to support the implementation of self-directed support.
30. **Financial Sustainability:** This critical area of work is linked to the Efficiencies Savings programme, with the work on restructuring of teams, Investment in Prevention services and the setting of the Resource Allocation System (RAS).
31. **ICT/Systems:** Work is underway to understand how current processes are going to be affected by the new TASC working model and what ICT needs to be in place to support this. Meetings are underway with all operational and non-operational teams within Adult Social Care, Children, Young People & Families (CYPF), Oxfordshire & Buckinghamshire Mental Health NHS Foundation Trust (OBMH) and other users of adult social care records to establish the extent of change for group. Emerging business requirements

from the TASC programme are being collated to appraise other social care systems.

32. Upcoming key dates for the programme:

Late November 2009:

- Programme Definition Document completed
- Project brief for 'Turnaround' concept expected (Promoting Independence and Prevention project)
- Approval for brokerage procurement expected (Reshaping the Supply Market project)

December 2009:

- new Programme Assurance group starting

January 2010:

- Programme Definition Document presented to TASC Programme Board and then the Corporate Change Board for approval.
- A Public information strategy developed (Information project)

Winter 2010:

- Start of the Access project

Late April 2010:

- Formal staff consultation on new organisational structure complete (Self Directed Support project)
- Roll out of SDS Countywide

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Background Papers: Nil

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