

North Somerset Council

REPORT TO THE ADULT SERVICES AND HOUSING POLICY AND SCRUTINY PANEL

DATE OF MEETING: 27/06/2019

SUBJECT OF REPORT: UPDATE ON THE TRANSFORMATION OF ADULTS' SUPPORT AND SAFEGUARDING

TOWN OR PARISH: N/A

**OFFICER/MEMBER PRESENTING:
KATHRYN NEEDHAM - SERVICE LEADER
ON BEHALF OF HAYLEY VERRICO - ASSISTANT DIRECTOR - ADULTS'
SUPPORT AND SAFEGUARDING**

KEY DECISION: NONE

RECOMMENDATION

MEMBERS OF THE PANEL ARE ASKED TO:

- a) Consider and comment
- b) Give suggestions and observations about any areas not covered within the programme

1. SUMMARY OF REPORT

This report outlines the progress against the transformation of Adults' Support and Safeguarding. It also references additional activities following the consultation on the structure of adult social care, the consultation having concluded in December 2018.

2. POLICY

Adult social care is one of the council's most important responsibilities and the largest area of expenditure. This is reflected in the Corporate Plan, which includes Health and Wellbeing as one of three outcomes the council aims to achieve for local people and sets ten ambitions for the council, two of which are particularly relevant:

- Enable residents to make healthy choices and promote active lifestyles which reduce ill health and increase independence; and
- Commission or provide quality health and care services, which deliver dignity, safety and choice

3. DETAILS

In the summer and autumn of 2017, senior officers worked with staff to develop a new Vision and client journey for people approaching adult social care services. Following that work a draft vision for the service was developed that included a 'new offer' that can be clearly articulated to the residents of North Somerset. This is a strengths-based approach, which starts from an understanding of an individual's strengths and their personal, family and community networks and resources. Much of this is already best practice but the council has not previously set out as clearly what residents can expect when they approach Adult Social Care for care or support. The vision was previously presented to ASH and was endorsed by the Executive in 2018.

Our vision for Adult Social Care in North Somerset is:

To promote wellbeing by helping people in North Somerset be as independent as possible for as long possible.

The Vision document outlined a programme of projects to deliver the vision which we translated into a Transformation Plan. The Plan is monitored monthly by the Community Care Finance Group and the Maximising Independence and Wellbeing Board.

CHANGE MANAGEMENT PROGRAMME

We have worked with our partners in Agilisys and they have undertaken a diagnostic review to take stock of the progress with being made on the Vision and to determine if our change management programme will achieve the ambitions that we have set in our transformation programme. Regarding the priorities for change, as set out below, the report concluded that we have focused our priorities appropriately and that the Vision echoes what has nationally been determined as best practice.

Below is an update on each of the themes within the change management programme. An additional update on the wider Transformation of Adult Social Care is attached as **Appendix 1** (Transformation Board Update 1 May 2019) and Gerald Hunt will deliver an additional paper on the transformation of alternative housing options and technology enabled care.

- **Savings Delivery & Budget Management**

Given delays by central government on the Green Paper and the longer-term funding of adult social care, pressure on the adult social care budget remains of significant importance to officers and every effort is made to ensure that services provided to the public are proportionate and demonstrate good value for money. The gross annual spend on adult social care is currently £100m. In 2018/19 we saw a much-improved budget position with good delivery against most of the Medium-Term Financial Plan (MTFP) savings and growth incorporated to give a more sustainable base. The final budget monitor for 2018/19 showed a slight underspend of £140k compared to £5.2 million in 2016/17 and £1.57 million in 2017/18.

It should be noted that in 2017/18, adult social care received additional one-off grants from central government and without this additional funding we would not have reported such a positive position. We are mindful that these one-off grants are not guaranteed going forward. Savings plans for 2019/20 have been agreed and are attached as **Appendix 2 - Medium-Term Financial Plan Savings for Adult Social Care 2019/20**.

To add to the financial pressures, the complexity of cases being managed is increasing as is the size and volume of packages of care that continue to rise. To add to this, we know that the need for services for some clients, for example, people with dementia, will increase further and so due diligence must continue.

Table 1 indicates the predicted increase in numbers of people over 65 living with dementia in the three areas between 2019 and 2030. Information is taken from POPPI (Projecting Older People Population Information System).

Table 1: Predicted increase in dementia – over 65's

Area	2019	2030	Increase in number	Percentage increase
Bristol	4512	5436	924	20%
North Somerset	3783	5229	1446	38%
South Gloucestershire	3879	5199	1320	34%

Table 2 indicates the predicted increase in numbers of people under 65 living with dementia for the same period. Information is taken from PANSI (Projecting Adult Needs and Service Information).

Table 2: Predicted increase in dementia – under 65s

Area	2019	2030	Increase in number	Percentage increase
Bristol	95	99	4	4%
North Somerset	59	63	4	7%
South Gloucestershire	73	77	4	5%

- **Right Response** – continue to re-design our ‘front door’ and pathways, including the re-design of the Single Point of Access (SPA) and the community clinic model, reducing the number of unnecessary assessments, helping people to help themselves whenever possible;

Progress

We have recently taken the Motex Centre back in-house and are developing an enhanced offer for both funded and self funder clients. The Motex Centre offers an opportunity for both self funding and funded clients to view and trial occupational therapy equipment. We are also able to demonstrate assistive technology and telecare and more recently have been assessing clients care and support needs at the centre. We will be expanding on the assessment clinics within the centre and will be increasing the range of equipment that can be purchased privately. We are also expanding assessment clinics to Castlewood over the coming weeks and months and new clients will be offered an assessment at a clinic as a first offer.

We are process mapping the work of the Single Point of Access (SPA) and developing shorter assessments and will also be looking for SPA to implement minor changes to care packages instead of them being allocated to long term conditions team. The aim being to free staff up to undertake reviews of existing packages.

- **Better Reviews** – overhauling our approach to reviews so that whatever we provide, whether a personal budget or service, continues only for as long as needed and is effective in increasing independence;

Progress

We have undertaken work force analysis across the whole of Adult Social Care and have concluded a consultation on the structure of adult social care services. The aim of this work was to ensure that we have the correct capacity to deliver the maximising independence and wellbeing agenda. We are now in the process of realigning staffing budgets to determine what staffing capacity we have to dedicate to reviews. In the meantime, however, we are embarking on review of commissioned services and direct payments to clients aged 18-64 years old. This cohort has been identified as they are the most complex and costly packages of care many of which have not been reviewed for some time. With the emerging developments within technology enabled care we need to review these clients to determine if we can offer an improved level of support using telecare/assistive technology and occupational therapy equipment.

- **Systems and Processes** – replacing our electronic case record system and using this opportunity to review, streamline and standardise our key business processes, achieving a step change in our use of information;

Progress

The adult social care information system has been replaced and LAS went live on 25 March 2019. New assessments for both occupational therapy and care management have been written and reflect the ‘maximising independence and wellbeing’ ambition. All processes within the system have been streamlined to ensure maximum efficiency and minimal duplication. Once fully familiar with the new system we envisage that additional staff time will be achieved, and this will enable us to focus on the areas above identified as necessary to ensure that the service is as efficient and effective as possible.

LAS is also connected to Controc, the financial monitoring system, and this means that in future we will be better able to monitor spend within each of the adult social care teams and reporting on financial variances and the reasons for them will be vastly improved.

Progress against the restructure of Adult Social Care

As a result of the restructuring consultation in 2018 there is further transformation underway and this is necessary to ensure that we are providing a robust and sustainable service going forward. Additional areas of work include the following:

- **Locality/Long Term Services**

Historically there were four Complex / Long Term Care Teams in North Somerset. As part of the restructure we reduced this to two team which better reflects the Children’s Social Care geographical areas. This also meant that we were able to make efficiencies in management posts. The two Complex / Long Term Care Teams now cover:

- Adult Social Care: North
- Adult Social Care: South

Each team support people living within a defined geographical area of North Somerset at the time of first contact with adult social care, recognising that where a team has placed someone within another area (North Somerset or elsewhere) that team will remain responsible unless ordinary residence changes.

The teams support people in North Somerset with complex and long-term physical and sensory impairments as well as older people who have eligible care and support needs (under the Care Act 2014).

The team also establishes good working relationships with other North Somerset Council teams especially brokerage, housing, finance, mental health and Deprivation of Liberty Safeguards. They work closely with relevant health professionals and often joint work cases where this is identified as being in the best interests of the individual.

- **Transitions Team Development**

The numbers of children reaching adulthood with complex and challenging physical disabilities and/or learning disabilities is increasing. These children transition into adult social care services when they have an eligible social care need. Research indicates that the degree of complexity in these transitions cases will continue to rise with the result that the local authority will need to support more individuals with more complex needs into adulthood.

Practice guidance indicates that early planning for adulthood from age 14 is essential to manage the demands and expectations of ongoing lifetime care into adulthood and so to better manage these cases we are establishing a dedicated transitions team.

The remit of this team will be to accept and assess all new referrals from the age of 16 across adult care and to manage all care packages for those from ages 18 to a point of stability when there is an established care package in place which meets the young adult's needs. At this point the case will transfer to the appropriate service. The team will undertake all transitions planning for young people with mental health, physical disabilities and learning disabilities.

Although the number of young adults receiving a care package will be low, many more young people will require an assessment, advice and information and signposting which the team will have a key role in carrying out prior to adulthood.

The team will sit under the structure of the Community Team for People with Learning Disabilities for the purposes of reporting and line management.

- **Continuing Health Care (CHC)**

NHS continuing healthcare (CHC) is a package of care for people who are assessed as having significant ongoing healthcare needs. It is arranged and funded by the NHS. A revised National Framework for Continuing Health Care (CHC) was launched on 1 October 2018 – the new framework places a far greater emphasis on the involvement of social care in the multi-disciplinary decision-making process for CHC eligibility.

Given that we have lower than the national average people funded by CHC, we have recruited to a dedicated 'CHC Specialist' role in ASC. This staff member will not be working with all CHC cases but is focusing on complex cases, disputes and complex joint funding arrangements, as well as provide a point of advice and support for colleagues.

This role is a 'test and learn' to ascertain the value of focused roles in addressing the CHC process and ensuring that CHC eligibility is applied correctly.

Reablement Services

North Somerset Council provides a reablement service in domiciliary and care settings. The domiciliary care element is commissioned through domiciliary care providers and the placement element commissioned from local care and nursing home providers. Therapy and nursing support are provided by a multidisciplinary, integrated North Somerset Community Partnership / North Somerset council team. The team works to maximise independence, reduce unnecessary dependency on care support and enable individuals to remain in or return to their own home wherever possible. The service is provided free of charge for up to six weeks.

We have been working with the Local Government Association to scope out a review of our reablement services to assess whether the service can be delivered better or differently. Key questions forming the review include:

- What works well in the current pathway?
- What improvements can be made to the pathway?
- How does North Somerset performance and outcomes benchmark against other local authorities?
- Is the design of the reablement pathway effective?
- Does the system have the right capacity for the bedded reablement pathway?

The outcome of the above review will be known in early September

Shared Lives Service

Shared Lives is scheme where a carer shares their home, family life, interests and skills to help a person live independently. The needs of the person invited into a home varies. They may have mental health problems or a physical, sensory or learning disability. The Shared Lives service is a registered service and the quality of it is monitored by the Care Quality Commission.

An arrangement can be short or long term and is often to enable a full-time carer to have a break. The person being cared for could:

- Live in their home all the time;
- Stay for a short break overnight, or at the weekend;
- Stay for a short break of a week or longer;
- Stay in the day time only.

Shared Lives is also undergoing expansion and we have seven families currently going through accreditation and another nine families expressing keen interest in becoming Shared Lives carers. We plan to expand the shared lives to all adult client groups over the next three years and a Programme Board has been established to monitor progress against

agreed actions. In addition, we have recruited to an additional senior staff member to ensure that we have the capacity to grow the service. The cost of shared lives is significantly less than residential care and therefore avoids unnecessary costs for social care.

The workstreams identified above are being led by the Service Leaders within adult social care and commissioning and are supported by the Transformation team. We have also established staff focus groups to 'bring staff along on the journey' and so that targeted areas of work can include staff co-production.

- **Staff Development**

Many years of austerity has in part impacted on the training and development offer for all staff employed within adult social care. Whilst mandatory training and updates have continued, training and updates on assessment skills developments have not been a priority. However, to further implement the vision for adult social care we need to ensure that staff have the appropriate training and guidance on how to assess people's skills and abilities instead of their deficits, this is referred to as 'Strengths Based Assessment' and is commonly recognised nationally as best practice. We have recently concluded a tendering exercise having received 10 bids for the training and will shortly be selected a provider to deliver training from September to March 2020. The training will then be delivered and updated internally going forward. The training consists of the following:

- Strengths Based Assessment
- Defensible Decision Making
- Goal Setting for Reablement
- Mentoring for Front Line Managers
- Managing Cultural Change

In addition to the above, finance colleagues are now working with all managers to ensure that they understand their financial responsibilities, own their budgets and are supported to manage them effectively.

4. CONSULTATION

Consultation on the Vision for Adult Social Care was undertaken in 2018 with internal staff, partner organisations and elected members. We have now established a staff engagement group which meets bi-monthly and progress against the Transformation Plan and ongoing developments are discussed and debated. We have also developed an internal and external communications strategy to ensure that developments in adult social care are communicated effectively.

5. FINANCIAL IMPLICATIONS

It is anticipated that full implementation of the Vision will enable Adult Social Care to better manage increased demand for its services and in doing so assist in the management of the of the budget allocation for adult social care services

Funding for Training

There will be associated costs with a new training plan for adult social care staff. A tender document has been developed (in draft) to deliver Strengths Based Assessment training for all staff with an estimated cost of £30,000. This was presented to the Directorate Leadership Team in March 2019 and was approved. The Corporate Management Team have also agreed additional time limited capacity to review some of our highest packages of care. We anticipate meeting the cost of this from the Adult Social Care Budget.

6. LEGAL POWERS AND IMPLICATIONS

Adult Social Care will continue to meet its statutory obligations as set out in the Care Act 2014.

7. RISK MANAGEMENT

N/A

8. EQUALITY IMPLICATIONS

An equality impact assessment was completed alongside development of the Vision for Adult Social Care and has been shared with members previously.

9. OPTIONS CONSIDERED

Adult social care faces significant challenges due to increasing demand for services in the context of tightly constrained government funding. This has been recognised at a national level but reform to the funding system has been repeatedly postponed. It is therefore important that local authorities act proactively to manage demand and ensure that good quality services can continue to be provided to those who need them most.

AUTHOR

Hayley Verrico - Assistant Director - Adults' Support and Safeguarding

BACKGROUND PAPERS

Appendices

- 1) Transformation Board Update June 2019
- 2) Medium Term Financial Plan Savings for Adult Social Care 2019/20