

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20th September 2010

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**WARD(S):** All

**PORTFOLIO:** Health & Wellbeing – Councillor Small.

### **PART I** **KEY DECISION**

#### **STRATEGY FOR THE IMPLEMENTATION OF ‘PUTTING ME FIRST’ – PERSONALISED ADULT SOCIAL CARE SERVICES IN SLOUGH**

##### **1. Purpose of Report**

- 1.1 To seek Cabinet support for and approval of the strategy for the implementation of ‘Putting Me First’ - personalised adult social care services in Slough. This programme of work will deliver significant changes to the way adult social care services are provided in Slough in line with national policy objectives.
- 1.2 To seek Cabinet approval for the redesign of care management functions
- 1.3 To seek Cabinet approval of the roll-out of personal budgets for all client groups
- 1.4 To seek Cabinet approval of the development of the provision of universal advice and information services for residents
- 1.5 To inform Cabinet of other reports to be presented to Cabinet in the coming months covering:
  - A revised service user contributions policy
  - Adult social care commissioning priorities
  - Options for the future delivery of day opportunities

##### **2. Recommendation(s)**

- 2.1 The Cabinet is requested to resolve:
  - (a) That the overarching strategy be approved
  - (b) That the outline model for the redesign of care management and approve moving to formal staff consultation when appropriate as determined by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
  - (c) That the development of universal advice and information based on a ‘one council’ approach be approved

- (d) That the wider roll-out of personal budgets in October 2010 or when readiness is approved by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner be endorsed
- (e) That the need to revise the charging policy be noted and that a more detailed specific report be submitted on proposals prior to extensive public consultation on a new policy to be implemented in April 2011.
- (f) That the workforce development implications be noted.
- (g) That the market development implications be noted and that a more detailed report be submitted in October 2010 setting out adult social care commissioning priorities and intentions for future years.

### 3. **Summary of Contribution to National and Council Priorities, Strategic Objectives/Targets**

- 3.1 The programme of work and associated issues identified and described in this report will enable Slough Borough Council to deliver Adult Social Care services in line with 'Putting People First'. The strategy for Slough aims to:
  - increase choice and control for service users in decisions that affect their lives and the care they receive
  - provide access to high quality and consistent advice and information about services
  - promote independence and support the engagement of residents in their communities
- 3.2 The key aims set out in this strategy will also assist in delivering the council's priorities set out in Slough's Sustainable Community Strategy

#### ***Community cohesion***

- Enable and support people to become involved in community activities
- Support access to services for vulnerable and disabled people

#### ***Health and Wellbeing***

- Support and enable people to make informed choices about the care and support they receive
- Intervene early to aid recovery and promote health
- Maintain a person-centred approach to service provision
- Provide effective and tailored services for adults to allow them to live independent, socially inclusive lives

#### ***Community safety***

- Improve public information and help people have an active role
- Focus on ensuring personal safety and high quality service provision

#### ***Economy and skills***

- Provide support to disadvantaged and socially excluded groups to ensure access to adult learning, leisure, culture volunteering and employment opportunities

#### 4. Other Implications

##### 4.1 Financial Implications:

4.1.1 The Local Authority Circulars LAC (DH) (2008) 1 Transforming Adult Social Care and LAC (DH) (2009) 1 Transforming Adult Social Care gave details of the ring-fenced Social Care Reform Grant which has been allocated to councils to assist in redesigning the way in which services are provided to deliver personalised adult social care services as set out in Putting People First.

The allocation to Slough was:

2008/09 - £170K

2009/10 - £395K

2010/11 - £482K

Plus

2010/11 - £61K Capital grant

2010/11 - £20K Specific One-Off Revenue grant

4.1.2 These resources must be used to fund activities related to the redesign of services, systems and processes to deliver the aims of Putting People First, and to engage in capacity building exercises to deliver these changes. It is anticipated that the funding will ensure all councils have made significant progress to achieve these aims by 2012 and can be rolled forward year on year to ensure the delivery of the programme.

4.1.3 For 2010/11 a total sum of £715,000 is available as a result of the carry forward of £152K unspent Transformation grant from 2009/10. Funds are committed for staffing to deliver the programme and other activities including stakeholder engagement and related running costs of the programme. Staffing to deliver the programme is time limited with any on-going commitments to be met through existing resources. Other commitments identified are:

- Workforce development to reskill staff into their new roles and responsibilities
- Contribution to the universal advice and information offer for the council

4.1.4 The medium term financial plan identifies estimated resultant savings of £750K in 2011/12 to be delivered through the adult social care transformation programme. There will be contributions to savings in future years as well as additional savings from elements within the programme such as the implementation of a re-ablement service.

##### 4.2 Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
1. Provision of universal advice and information	<u>Opportunity</u> : To provide accessible universal advice and information for all residents	Ensure that the provision of advice and information is clearly defined and is accessible for all residents in Slough. Co-ordinated through 'one council'.

<p>2. Agree outline model for the redesign of assessment and care management and approve moving to formal staff consultation.</p>	<p><u>Risk</u>: the new operating model does not deliver cashable efficiencies.</p> <p><u>Opportunity</u>: Development of streamlined and more efficient processes.</p>	<p>Robust financial modelling to ensure “lean process” principles applied and cashable savings clearly identified and achieved.</p> <p>Frequent staff consultation and engagement during redesign.</p>
<p>3. Agree to the wider roll out of Personal Budgets in October 2010 or when in readiness approved by Strategic Director CWB.</p>	<p>Risk: The Resource Allocation System is not calibrated to operate within existing budget parameters.</p>	<p>Robust testing of the RAS to ensure financial control. Overseen through project and programme boards</p>
<p>4. Note the revision of the charging policy and agree to receive a more detailed specific report on proposals prior to extensive public consultation on a new policy to be implemented in April 2011.</p>	<p>Risk: Adverse reaction to policy proposals from service users and carers – negative financial impact on some users</p> <p>Opportunity: Provision of equitable levels of financial contributions to adult social care</p>	<p>Extensive and user, carer and stakeholder consultation. Minimise impacts on users through rigorous modelling of new proposals</p>
<p>6. Note the workforce development issues</p>	<p>Risk – ensuring appropriate training delivered and impacting effectively within timescales</p> <p>Opportunity: provision of creative and innovative learning and development interventions based on best practice in the region and nationally.</p>	<p>Maximise use of networks to ensure delivery of learning and development which equips staff with the right skills and knowledge to competently undertake new ways of working. (September – March 2011)</p>
<p>7. Note the market development implications and agree to receive a more detailed report in October 2010 setting out adult social care commissioning priorities and intentions for future years</p>	<p>Opportunity : Commissioning linked to agreed priorities and delivering value for money services</p> <p>Risk: Negative effects on current provider agencies</p>	<p>Extensive consultation and engagement with provider agencies.</p>

### 4.3 Human Rights and other Legal Implications

4.3.1 There are no specific legal implications arising from the recommendations in this report although legal advice will be taken as Putting People First is implemented to deal with issues as they arise.

### 4.4 Equalities Impact Assessment

4.3.1 A preliminary Impact Assessment has been carried out on the draft strategy. The strategy aims to promote equality for all groups by ensuring choice in personal care tailored to individual needs and lifestyles. The projects which make up the delivery of the strategy will be subject to a detailed equalities impact assessment to ensure that these outcomes are met.

4.3.2 Once the programme is in place, regular monitoring and review will be conducted to ensure that groups are not being disadvantaged, in terms of access to care provision

### 4.4 Workforce Implications

4.4.1 There will be significant implications for the adult social care workforce arising from the implementation of 'Putting Me First'.

4.4.2 In order to deliver Personal Budgets, current processes, systems and structures will need to be re-designed. This will affect all care management teams.

4.4.3 There will also be changes to directly provided services such as the in-house homecare service. It is proposed that this be re-modelled to provide a re-ablement service.

4.4.4 The proposed operating model outlining the restructuring of adult services refers to changes in job roles which will result from the revised working systems, structures and patterns of service delivery. Through a consultation process, which will include trade union colleagues, the impact on current staff will be minimised through measures such as job matching, prior consideration/ring fence interviewing to new roles and redeployment. This consultation process will commence in Autumn 2010.

4.4.5 It is possible that a number of redundancies may result from these changes if suitable positions are not secured in the new structure. However, it is not yet possible to quantify these at this stage and details will only become available following staff consultation and finalisation of the new structure.

4.4.6 The model will be implemented during the period 1<sup>st</sup> January to 30<sup>th</sup> June 2011. Appendix 2 sets out the proposed changes in detail.

4.4.7 The 'Putting Me First' programme requires a significant cultural change amongst staff. Detailed workforce strategies and linked learning and development plans are being developed to ensure staff are trained and supported to deliver the new agenda.

## **5 Background**

- 5.1 In December 2007 the document 'Putting People First – A shared vision and commitment to the transformation of Adult Social Care' was published. This is a concordat between six Government Departments, the Local Government Association, the Association of Directors of Adult Social Services, the NHS, representatives of independent sector providers, the Commission for Social Care Inspection (now Care Quality Commission) and other partners.
- 5.2 This paper builds on the 2006 White Paper 'Our Health, Our Care, Our Say' and sets out the vision and policy direction for Adult Social Care for future years. The principles of 'Putting People First' have been adopted by the current Government.
- 5.3 There are four key themes to Putting People First:
- Universal Services
  - Prevention and Early Intervention
  - Choice and Control
  - Social Capital
- 5.4 At the core of the policy is a commitment to reform the way adult social care support is provided in England. The aim is to develop and establish new approaches and systems which are able to respond to changing demographic needs and to improve the well-being of disabled and older people through increasing choice over and flexibility of the support available to them. This includes enabling individuals to design solutions to meeting their assessed eligible needs and to exercise choice and control over how funds are spent to deliver the support they receive.
- 5.5 Implementing these changes to adult social care services is recognised as a key priority for the council which requires a structured, project management approach. This complex programme of work has been titled 'Putting Me First' in Slough.

## **6. Detail – Strategy to implement 'Putting Me First' in Slough**

- 6.1 Appendix 1 sets out the strategy for the implementation of 'Putting Me First' – personalised adult social care services in Slough.
- 6.2 The key priorities identified in the strategy are:
- Increasing choice and control for service users
  - Urgent Care, early intervention and preventative
  - Enabling people to live independently
  - Enhancing Citizenship & Access to community based services
  - Improving Customer responses
  - Providing targeted preventative support and support for carers
  - Ensuring personal safety and high quality service provision
- 6.3 The strategy identifies the benefits to be delivered for vulnerable and disabled people in Slough from the implementation of the strategy. These include:
- Improvements to customer responses at the first point of contact
  - Improved access to consistent and high quality information
  - A re-ablement service to promote recovery and minimise the need for long-term care

- Better integration of adult social care service users in the community through the use of services such as leisure, adult education, libraries, community centres for people with disabilities

6.3 These improvements to services will enable vulnerable and disabled residents to:

- Have increased opportunities to make informed decisions about their lives, including how their assessed eligible needs could be met
- Have good information, advice and support to inform their choices
- Continue to live for as long as possible in their own homes, avoiding the need for residential or nursing care
- Have increased opportunities to make a positive contribution to their communities and neighbourhood

6.4 The strategy sets out the key actions and changes that will be needed to deliver 'Putting Me First' in Slough. These include specific actions and initiatives relating to:

- Provision of universal information and advice
- Redesign of care management team structures and functions
- Full implementation of personal budgets using a resource allocation scheme
- Provision of brokerage support to assist in developing support plans and identifying appropriate care for service users
- Exploring options to commissioning a User Led Organisation
- Revision of the existing Charging Policy for adult social care services
- Workforce development plans to support the changes
- Market management to ensure that provider agencies understand and are able to respond to the changes

6.5 The strategy was presented to the Health Scrutiny Panel in September 2010.

6.6 There has been extensive consultation and engagement with service users, carers, provider organisations and other stakeholders over the last two years which has raised awareness of the personalisation agenda and helped to inform the strategy. This has included presentation and discussions at:

- Slough Community Care Forum
- Slough Older Peoples Forum
- Slough Federation of Tenants & Residents Groups
- Supported Tenants Action Group (STAG)
- LSP Stakeholders Day
- Quarterly Adult Social Care Providers Forum
- Partnership Boards for Carers, Older People, Learning Disabilities, Mental Health and Physical Disabilities/Sensory Impairments
- Personalisation User and Carer Reference Group
- Personalisation Stakeholder event
- 'Our Big Day' – Learning Disability annual conference
- World Mental Health Day event
- Carers UK AGM
- Users of Sunrise Mental Health Day Centre
- Berkshire Mental Health Users Group

In addition there have been articles on personalisation in 'The Citizen' and local press

6.7 Feedback from stakeholders attending the consultation events has been positive and they have appreciated the regular and consistent information that they have been given. This was particularly so at the Personalisation Stakeholder event held on 10<sup>th</sup> August where the Putting Me First Strategy was discussed in detail. The strategy was received positively and the measures to improve service responses and choice and control for service users and carers were welcomed.

## 7. **Comments of other committees**

7.1 The Putting Me First Strategy was presented to the Health Scrutiny Panel on 2<sup>nd</sup> September 2010.

7.2 It was resolved that:

- the Panel note the information contained within the report and the attached draft strategy document
- the Panel recognises that reform and improvement to the operation of the Customer Service interface, including My Council will be essential to the successful implementation of Putting Me First, and requests that the Cabinet closely monitor the ongoing business case for customer services and that the relevant Commissioner take a leading role in any recommendations for change to the service

## 8. **Conclusion**

8.1 Through a detailed programme of work substantial progress has been made in moving towards the delivery of personalised adult social care services in Slough. The attached strategy sets out the key actions which now need to be taken to fully implement this agenda.

8.2 Cabinet is asked to resolve:

- the overarching strategy
- the outline model for the redesign of care management and approve moving to formal staff consultation when appropriate as determined by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
- the development of universal advice and information based on a 'one council' approach
- The wider roll-out of personal budgets in October 2010 or when readiness is approved by the Strategic Director of Community and Wellbeing in consultation with the lead Commissioner
- To note the need to revise the charging policy and agree to receive a more detailed specific report on proposals prior to extensive public consultation on a new policy to be implemented in April 2011
- To note the workforce development implications
- To note the market development implications and agree to receive a more detailed report in October 2010 setting out adult social care commissioning priorities and intentions for future years.



**9. Appendices Attached**

Appendix 1 - Strategy for the implementation of 'Putting Me First' – personalised adult social care services in Slough.

Appendix 2 - Redesign of Operating Model leading to a revised restructuring of Adult Services

**10. Background Papers**

None