

TRANSFORMING LIVES – HIGH LEVEL PROJECT PLAN

To: Adults Committee

Meeting Date: 8 July 2014

From: Adrian Loades, Executive Director: Children, Families and Adults Services

Electoral division(s): All

Forward Plan ref: **Key decision:** No

Purpose: The Committee is asked to consider the high level project plan setting out the decisions that will be brought to the Committee in January 2015 and proposals for engaging Members in the implementation of Transforming Lives.

Recommendation: Adults Committee is asked to agree the following:

- i) That a report will be presented to the Committee in January 2015 to seek the Committee's agreement to the decisions on the following:
 - a. Devolved budgets
 - b. Geographical patches in each client group
 - c. Specifications for Tiers 1, 2 & 3
 - d. "Front door" or "access points"
- ii) The proposed plan to support Members in their role in local communities to support the implementation of Transforming Lives.

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1.0 BACKGROUND

- 1.1 In April, the Council's Cabinet agreed that a new strategic framework for adult social work and social care in Cambridgeshire is developed to 'transform the lives' of the individuals, families and communities within Cambridgeshire. This framework will ensure that we are meeting our legislative duties and are able to respond to future national agendas, and will help to reduce demand on our services, enabling us to work towards making the savings that are required.
- 1.2 In May, the Adults Committee was asked to consider the Transforming Lives approach and the way in which they would like to be engaged in the ongoing development of this work. The Committee voted unanimously to endorse this work and agreed to champion the role of members in taking forward this work. The Committee asked that a project plan detailing the important decisions for the Committee and proposals for a development plan for all members to help them in supporting the Transforming Lives strategy in their communities would come back to the July meeting for discussion.

2.0 PROJECT PLAN

- 2.1 There are a number of significant decisions that need to be taken to inform the staff roles and structures that will be required to successfully deliver the ambition of Transforming Lives. The Committee will be asked to consider these decisions at its meeting in January 2015 (project plan attached as Appendix 1).

- 2.1.1 **Devolving Budgets:** Transforming Lives supports the concept of greater professional autonomy for staff and to deliver this in the most meaningful way possible, Senior Managers believe that budget responsibilities should be devolved closer to the people that we engage with and support in all three Tiers of the model. This will ensure that decision making about the best way to work with and support people and the accountability for deploying resources to achieve this will be aligned. The use of financial resources is likely to be different within the different tiers, for example:

- Tier 1 - the potential to stimulate local community activity
- Tier 2 - the need to arrange support for the specific circumstances facing someone who is in crisis
- Tier 3 – confirming the personal budget to meet eligible needs after a statutory assessment and working with the person to develop their support plan detailing how they will use the personal budget to meet their needs.

Innovation sites will be used to test this practice and develop appropriate accountability and governance systems.

- 2.1.2 **Geographical patches:** It will be necessary to deploy staff to work across particular geographical patches in order to develop both the knowledge of and relationships with local communities required within the overall model.. The location and size of these patches and the number of staff deployed to them will be determined by a number of factors. Ensuring the viability of a geographical patch in terms of the numbers of staff available to maintain the service when there is absence for annual leave, sickness or staff leaving the team will be of particular importance. During the phase of innovation sites for each client group proposals

for the geographical patches that would work with each specialism will be explored.

- 2.1.3 **The specifications of the model at all three Tiers:** These will be developed as we learn from the innovation sites. This work will also be informed by engagement with service users, family carers, the community and voluntary sector, partners and other stakeholders. In this way, we will ensure a good level of participation on the development of this new way of working. The specifications will inform the working practice of staff, and our engagement with the community and voluntary sector and other partners to deliver the model of Transforming Lives.
- 2.1.4 **“Front Door” or “Access Points”:** There has been much discussion already within Adult Social Care on how people will access the different tiers in the model, including some discussion with partners including the community and voluntary sector. Whatever approach is developed, it will need to enable people to access the full range of support from the universal information and signposting in Tier 1, to the speedy response required at Tier 2 when someone is in crisis, and to the statutory assessment process for access to ongoing more intensive social care and support. Integrating the access point with relevant partners is also a consideration, but it is recognised that this will be different for different client groups e.g. the integration for people with learning disabilities is through the long established Learning Disability Partnership that is managed through the Council, while for older people, the relevant integration is with the CCG, the future provider following the older people’s procurement process and the acute and community providers.
- 2.1.5 **Community Impact Assessment:** The report to the Committee in January 2015 will include a Community Impact Assessment that will help to inform the Committee in its decisions making on the 4 areas described above.

3.0 **DEVELOPMENT PLAN FOR MEMBERS TO HELP THEM SUPPORT THE TRANSFORMING LIVES STRATEGY IN THEIR COMMUNITIES**

- 3.1 The following proposals are put forward for initial discussion and further development with the Committee:
- To support Members of the Adult Committee in the role of “champion” they will be provided with a short written briefing that captures the ambition of Transforming Lives, the role of communities and the role of **all Members** in supporting the model. The briefing will provide Members with a quick reminder that could be used prior to meetings with community groups and parish and town councils, where Members may have the opportunity to engage local people in supporting this approach.
 - Promote the attendance of **all Members** at sessions to be delivered by Care Network to introduce Members to the role of Community Navigator and explore with them how they can act as navigators within their communities.
 - Promote the development of community based resources through a seminar with **all Members**, liaising with colleagues in Corporate Services and Councillor Steve Criswell, and following up with Members who are prepared to play an active role in this within their community. This could include the development of Time Banking, travel schemes, day centres, friendship groups and a range of community based activities.
 - Developing more bespoke information or support sessions with Members of the Adults Committee, as champions, or other Members as required to support community engagement, development and resilience.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

4.1.1 Transforming Lives is based upon recognising the strengths and assets of individuals and of those within our communities. It is therefore a model which has progression at its core.

Adults will be encouraged to participate in their local community and where appropriate will be encouraged to maximise opportunities for development of their learning and skills. This will be highly individualised, to ensure that the individual is supported to achieve their aspirations.

4.2 Helping people live healthy and independent lives

4.2.1 Transforming Lives aims to encourage people to live healthy, fulfilled, social engaged and independent lives. It is increasingly proactive, preventative and personalised and aims to enable the residents of Cambridgeshire to exert choice and control over their lives and to support family carers.

4.2.2 Transforming Lives proposes that universal 'tier one' support available within communities is a key facet of this model and a key priority for Transforming Lives is 'Strong, integrated community capacity'. Elected members could play a key role in the leadership of strong independent communities and the development of community capacity.

4.2.3 This approach recognises the power of strong, locally-led communities and will support local communities to come together to consider and further develop the support on offer.

4.2.4 A further key facet of this model is personalisation, choice and control at an individual level which is constant throughout the three tier offer.

4.2.5 The strengths based approach adopted as part of Transforming Lives will ensure that individuals to consider their strengths and assets and will encourage them to participate in their local community.

4.2.6 Transforming Lives recognises the huge contributions of family carers and that they are often best placed to support individuals to achieve their aspirations. This approach, together with the work taking place on the Support for Carers Project, will ensure that carers are well supported in line with the duties outlined in the Care Act.

4.3 Supporting and protecting vulnerable people

4.3.1 The Transforming Lives approach will ensure that we continue to use our resources to support the most vulnerable and those most in need of our support in our communities.

4.3.2 This approach is predicated on a three tier approach which places early identification and intervention at the very front, therefore working to prevent, where possible, people falling into crisis.

4.3.3 This new strategic approach provides us with an opportunity to work together with our partners and communities to ensure that together we are providing local, personalised and self-directed support that is based upon recognition of the strengths and assets within communities and of individuals.

- 4.3.4 Safeguarding will continue to be a key focus of the new approach to social work and social care for adults in Cambridgeshire.

5.0 SIGNIFICANT IMPLICATIONS

- 5.0.1 Work to further develop the detail of the Transforming Lives model is currently underway. This work will help to ascertain the implications listed below and will be documented in a comprehensive business case that will be brought for consideration by the relevant Committee at a later date. There are significant implications in the implementation of this work for workforce development and the supporting systems that underpin all of the work within adult social care, including areas such as ICT and management information.

5.1 Resource Implications

- 5.1.1 The following bullet points set out details of significant implications identified by officers:

- The costs and the impact that this work will have on our ability to achieve required savings is currently being developed. A full business case will outline the financial implications of this work.
- One of the overarching aims of this work is to ensure that the organisation is providing the best possible support to the residents of Cambridgeshire and value for money.
- There are likely to be implications for Information and Communications Technologies (ICT) and issues of data ownership that will need to be resolved. Staff will need ICT and systems that will support the new ways of working, that help us to reduce bureaucracy whilst capturing and sharing all of the necessary information.
- It is likely that there will be an impact on staff as they will be required to work differently in future. The extent to which it will impact upon human resources is still to be determined, and will become clearer as work is undertaken to further develop this new approach.
- Research has been undertaken into the responses of other local authorities to the financial and demographic pressures facing Adult Social Care services. The Transforming Lives approach has been developed based upon best practice and a working knowledge and understanding of what might provide an effective approach for Cambridgeshire.

5.2 Statutory, Risk and Legal Implications

- 5.2.1 The following bullet points set out details of significant implications identified by officers:

- The proposal will help us to meet our new statutory duties outlined in the Care Act 2014.
- The business case, which is currently being developed, will outline any key risks.

5.3 Equality and Diversity Implications

- 5.3.1 The Transforming Lives approach aims to maintain access to support by the full range of communities in Cambridgeshire.

The implications for fairness, equality and diversity within the workforce and for service users will be considered throughout the further development of this approach, as Adult Social Care strive for accessibility, fairness, equality and diversity.

A full Community Impact Assessment (CIA) will be completed as part of the business case, which will be brought back to this Committee for consideration in future.

5.4 Engagement and Consultation Implications

5.4.1 There has not yet been community engagement, public consultation or the opportunity for members of the public to participate in the development of the Transforming Lives approach.

On 15th April Cabinet agreed to further engagement with service users, family carers and stakeholders. Following this decision, plans were put in place for a number of bespoke events at which we will begin conversations with our stakeholders. The first event for stakeholders took place on June 24th.

There are many stakeholders who will hopefully be closely involved in the development of the Transforming Lives approach including service users and carers, voluntary and community sector organisations, District Councils and other public sector partners, communities and providers of services.

Plans are under development to ensure that all stakeholders have the opportunity to participate in the development of this approach.

The Transforming Lives approach has been shared with staff, who will be involved in the development of this work. At the three 'Staff Roadshows' held across the county, staff have been supportive of the 'common sense approach'. The Transforming Lives approach has also been shared with Members at a recent Member Seminar which provided an outline of the approach and the opportunity for Members to ask questions. Any feedback gathered at such events is captured and taken into consideration in the development of this work.

5.5 Public Health Implications

5.5.1 The Transforming Lives approach will seek to have a positive impact upon the health and wellbeing of Cambridgeshire residents. Public Health colleagues will be involved in the development of the work. The emphasis upon prevention of ill-health and prevention of people requiring the notion of 'traditional' social care support is aligned with public health objectives.

5.6 Localism and Local Member Involvement

5.6.1 Localism is a key feature of the Transforming Lives Model and the involvement of all Members is essential if community capacity is to be developed to support the health and wellbeing of local people. Details of the proposed plan to support Members in this role is set out in section 3 above.

Source Documents	Location
'Shaping our Future: Transforming Lives: A new Strategic Approach for Social Work and Social Care in Cambridgeshire'	<i>3rd Floor, C-Wing, Castle Court, Cambridge.</i>
The Care Act 2014	www.legislation.gov.uk/ukpga/2014/23/contents/enacted
The Social Work Reform Board	www.education.gov.uk/swrb
The College of Social Work	www.tcsw.org.uk