

**TRANSFORMING LIVES: A NEW STRATEGIC APPROACH TO SOCIAL WORK
AND SOCIAL CARE FOR ADULTS IN CAMBRIDGESHIRE**

To: **Adults Committee**

Meeting Date: **1st September 2015**

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

Electoral division(s): **All**

Forward Plan ref: **Not applicable** *Key decision:* **No**

Purpose: **The Committee is asked to consider the progress made on
key areas of development which will contribute to
implementation of the Transforming Lives Model and the
next steps and future plans to deliver this work.**

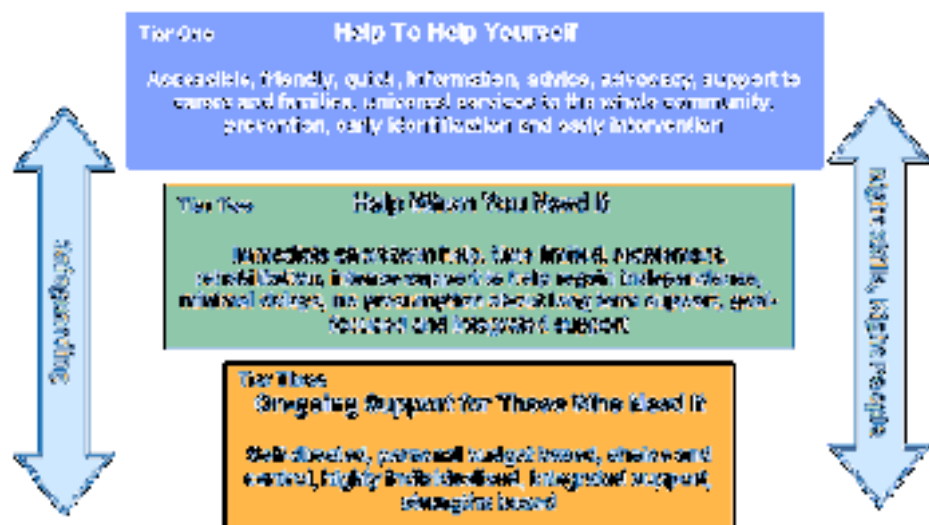
Recommendation: **The Committee is asked to comment on:**

- a) The progress and plans in place for implementation
across the service areas.**
- b) The progress and plans for areas of cross-cutting
work that supports the implementation in service
areas.**
- c) The recommendation that the next progress report
and plans for implementation is brought back to
Adult Committee in December 2015.**

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1.0 BACKGROUND

- 1.1 Transforming Lives is an ambitious change programme which presents an opportunity to develop a model of adult social work and social care which is markedly different from the current model in Cambridgeshire. We are seeking to develop an approach that is increasingly proactive, preventative and personalised and will enable the residents of Cambridgeshire to exert choice and control and ultimately continue to live, to the fullest extent possible, healthy, fulfilled, socially engaged and independent lives.
- 1.2 The Transforming Lives model is predicated on three different 'tiers' of working, as outlined in the diagram below.



- 1.3 This model requires a significant shift in the way that services to adults are delivered and will enable services to meet their statutory, financial and professional objectives. The system that we are changing has focused on a cycle of assessment and review, where the primary role of social care professionals has been to assess the needs of an individual with a view to providing services to meet those needs [a deficit model]. The new approach will be focused upon the individual's strengths and assets and those of carers and families, and to consider holistic creative solutions to support the individual to meet their aspirations.
- 1.4 Over the last year work has been progressed on a number of key areas, to move this vision towards operational reality. The first phase of the project focused on developing the three tier model and designing the new way of working. It also involved testing the model in a practical way by working with the Learning Disability and Physical Disability services to establish innovation sites which piloted the new way of working. The innovation sites and subsequent evaluation have given the services and the project team an invaluable insight into what works well and where further changes to our systems and processes are required in order to support this way of working. Further information can be found in section 2.

- 1.5 The current phase of the project is focused on implementation of the model across the four service areas; Physical Disability, Learning Disability, Mental Health and Older People's services, informed by the learning from the innovation sites, and taking into account contextual issues and challenges affecting each of the service areas, and teams (for example, number of vacancies within the team or the development of partnerships). The Transforming Lives programme board has supported a differentiated approach for implementation across the different service areas, and other key pieces of work which will support the implementation of the Transforming Lives vision, this is outlined within sections two and three of this report. This report also provides information on planned activities and the next steps required to implement this model across Adult Social Care Services.

2.0 LEARNING FROM THE INNOVATION SITES

- 2.1 The work within the East Cambridgeshire Learning Disability Partnership (LDP) Innovation site has provided valuable learning about how to support staff to think differently and consider different options for supporting the people that they are working with.
- 2.2 The team have changed the way in which they approach cases, with a focus on the three tiers of conversation, and report that they feel able to more quickly and effectively support people and have a greater knowledge and understanding of the local community. The team have also begun to work in a more collaborative and reflective way as a team and with service users, carers and other stakeholders, and have regular team meetings to share good practice and discuss cases. The team have articulated that working in this new Transforming Lives way is more enjoyable and delivers better outcomes for service users and carers.
- 2.3 The evaluation of phase one of the innovation site showed that 32 % of the conversations with individuals were classified as tier one. This demonstrates the importance of equipping staff to consider self-help and community based interventions including having access to effective information and advice. 75% of interactions the team had were with people in receipt of an ongoing service from the team, and 26% of all interactions with clients normally supported at tier 3 were exclusively tier 1, demonstrating the significance of tier one for service users and carers as well as in a preventative capacity. The evaluation of the Innovation site has been shared with the wider LDP and is being used to shape the other teams implementation plans. The findings have also been shared across other client groups and are helping others to understand the practical implications, changes and impact of this way of working.
- 2.4 Further development of the work within the East Cambridgeshire LDP innovation site will focus on key areas including further community development, working with providers, and developing team responses at the tiers.
- 2.5 Learning from the Physical Disability Service Innovation Site has helped the service to shape their plans for implementation of the

approach across the service. Key findings include the importance of working closely with the reablement service and the development of the community crisis plan, which is the plan that is being used to record short term interventions at tier two of the Transforming Lives model.

3.0 CURRENT AND PLANNED ACTIVITIES

3.0.1 This section of the report outlines the current and planned activities which will support the implementation of the Transforming Lives model across the four service areas to date.

3.1 PHYSICAL DISABILITY SERVICE

3.1.1 Within the Physical Disability service implementation has begun, with plans in place for the implementation of key features of the Transforming Lives model by the end of October 2015. These include:

- i. Reflective supervision
- ii. Reflective patch meetings
- iii. Use of mobile working
- iv. Approaching all cases in accordance with the Transforming Lives model and recording these within the Adult Integrated System (AIS) database
- v. Establishing links with the local community and voluntary and community sector organisations
- vi. Utilising the innovation budget where appropriate
- vii. Senior members of staff to oversee the budget for their patch areas

3.1.2 The senior members of the team meet monthly to plan and review implementation activity. Monthly patch meetings have begun, for the three patches: City and South, East Cambs and Fenland and Huntingdonshire. These patch meetings have adopted a model of reflective practice, which was based on learning from the Learning Disability Innovation Site. Patch meetings consider the learning acquired, any issues and provide an opportunity for members of staff to share examples of cases which they have approached in accordance with the Transforming Lives model. Staff have been sharing examples of conversations they have had with service users, and any opportunities they have found for service users to engage in the local community.

3.1.3 The Physical Disability Service plans to implement the key features of the Transforming Lives model by the end of October 2015. Planned activity includes:

- i. All staff to use the Transforming Lives approach to all conversations with service users and carers – to begin now and to be in place by end of October 2015
- ii. Exploration of the local community. Staff are taking a morning to go out into their patch areas and research the local area including what activities/groups are available, what facilities there are and what information is available– August 2015

- iii. Budget awareness training for senior team members – September 2015
- iv. Training and Development requirements gathered and shared with the project team – August 2015
- v. Transforming Lives area patch meetings to move to a weekly basis – September 2015
- vi. Training from ICT on use of laptops to enable community based working – August 2015
- vii. Induction on Transforming Lives for new cohort of staff – October 2015
- viii. Establishing stronger links with Information team – ongoing
- ix. Establishing stronger links with the Community and voluntary and community sector – ongoing
- x. Development of case studies to highlight good practice – ongoing
- xi. Monitoring and evaluation of implementation at monthly senior management meetings - ongoing

3.2 LEARNING DISABILITY PARTNERSHIP

- 3.2.1 A Learning Disability Service management planning session was held in June to decide how to take forward implementation across all the teams. A further planning meeting was held the following week where examples of different ways of working were shared. There is a sense of momentum and a shift in thinking from team managers who are keen to implement the model within their teams. Within the Learning Disability Partnership, implementation plans have now been created for the area teams which have been agreed by the service's Management Team in August and are due to be agreed by the programme board in September. The teams have begun to implement key features of the Transforming Lives model, including working more closely with the local communities, and having tier one, two, three Transforming Lives conversations. The teams will shift to his new way of working by the end of October 2015.
- 3.2.2 The Learning Disability Partnership (LDP) plans to implement the key features of the Transforming Lives model by the end of October 2015. Planned activity includes:
- i. Three Away Days across the service for the North Cambridgeshire teams, South Cambridgeshire and Cambridge City teams and Administrative Staff to formally launch the Transforming Lives model and plan with the teams – to take place in September 2015
 - ii. All staff to use the Transforming Lives approach to all conversations with service users and carers – to begin now and to be in place by end of October 2015
 - iii. Exploration of the local community. Staff are taking time to go out into their patch areas and research the local area including what activities/groups are available, what facilities there are and what information is available – ongoing
 - iv. Establishing stronger links with providers through existing Provider Forum meetings which are well established and provide the opportunity for discussion and exploration of any issues with providers- ongoing

- v. Work with Children's services to join up this way of working as far as possible – ongoing
- vi. Ensure that all staff have the equipment (laptops) to enable them to work flexibility within the community – October 2015
- vii. Training and Development Requirements gathered and shared with the Project team – September 2015
- viii. LDP management team to meet monthly to oversee, monitor and review implementation – ongoing
- ix. Establishing stronger links with Information team – ongoing
- x. Establishing stronger links with the Community and voluntary and community sector – ongoing
- xi. Development of case studies to highlight good practice – ongoing

3.3 OLDER PEOPLE'S SERVICES

3.3.1 The Older People's service is working within a challenging environment of developing an integrated approach with the newly formed Uniting Care (UC). The transfer of staff from the Reablement and Assistive Technology services to the County Council on 1st April provides an opportunity to develop the role of these services as part of the Transforming Lives approach.

3.3.2 Many projects are underway, and work has been developed in a number of areas to support the implementation of Transforming Lives within the Older People's services. These include:

- i. A review of the Reablement service and the way resources are deployed within the service
- ii. Mapping of geographical patches, to ensure best fit with the location of service users and carers and in alignment with the Uniting Care Neighbourhood Teams.
- iii. Establishment of an innovation budget for teams to utilise to support people if required
- iv. Plans are in place for the implementation of the Adult Integrated System (AIS) across the service. This is a key requirement of Transforming Lives, as staff need to be able to record the Transforming Lives conversations they are having with service users onto this database. The service will not be able to implement Transforming Lives until this has been implemented across the service. This is expected to begin in October 2015.
- v. Scoping of projects within the Cambridgeshire Executive Partnership Board (CEPB) has been completed. These include multi-agency Information and Communications and Information Sharing projects.
- vi. Partnership working with Fire and Rescue service has begun, to consider how the Fire and Rescue service can support Adult Social Care service users.
- vii. Service management meetings have adopted a reflective approach, considering examples of cases which have been approached in a Transforming Lives way.
- viii. Planning of a community navigator pilot within the Fenland Older People's team.

- 3.3.3 Due to pressures and challenges the Older People's service are facing, they are working towards the implementation of a number of key pieces of work that need to be delivered before the service can fully implement the Transforming Lives model and associated changes to ways of working. The service is developing a detailed implementation plan for each of the key pieces of work / projects and agreeing timescales for the implementation. A more detailed paper is due to be presented at the Transforming Lives Programme Board in September, which will outline these detailed plans, timescales and provide clarity around the phasing and interdependencies within these pieces of work.
- 3.3.4 Key areas of activity and project work which are in the process of being planned and timescales allocated include:
- i. Changes to the contact centre (see section 4.1 for more detail)
 - ii. Redesign of the adult safeguarding process
 - iii. Establish the Multi-agency Safeguarding Hub (MASH) to deal with safeguarding referrals.
 - iv. Information, advice and guidance arrangements (see section 4.5 for more detail), including exploration of information and advice drop in sessions
 - v. Consideration of performance indicators, in line with the Transforming Lives approach
 - vi. Training in proportionate assessment for front line staff
 - vii. Approach to devolved budgets, the way in which the service plan to devolve accountability of budgets to staff within the teams
 - viii. New approach to the Reablement service, including process redesign links with ongoing care teams.
 - ix. Recruitment and retention work, including new job descriptions in place
 - x. Community Navigator service specification redesigned.

3.4 MENTAL HEALTH SERVICES

- 3.4.1 The aspirations for Transforming Lives within Mental Health Services have been articulated through the Social Care Strategy for Adults with Mental Health Needs which is currently out for consultation. Planning for implementation began following the closure of the consultation on the strategy on the 24th July 2015.
- 3.4.2 Plans to establish a Transforming Lives and Mental Health Services working group are underway with the purpose of helping to shape the implementation. This group will include representatives from CCC, CPFT, the voluntary and community sector, service providers, and service users and carers. This group is expected to have its first meeting in September.
- 3.4.3 The Transforming Lives/ Care Act Mental Health working group will meet in August 2015 to plan for implementation across Mental Health Services. The multi-agency group will meet for the first time to consider how to implement the Mental Health Strategy.
- 3.4.4 Exploratory discussions are underway with colleagues from

Cambridgeshire and Peterborough Foundation Trust (CPFT) to consider opportunities for collaborative working. Discussions are also being held with South Cambridgeshire District Council about potential opportunities for collaboratively trialling the Transforming Lives approach.

4.0 PLANNED CROSS CUTTING WORK TO SUPPORT THE IMPLEMENTATION OF THE TRANSFORMING LIVES MODEL

4.1 FUTURE OPERATING MODEL OF THE CUSTOMER SERVICES TEAM

4.1.1 A new project has been created to oversee and manage the work to develop the future operating model of the customer services team at the Council's contact centre, who act as the first point of contact for enquiries about adult social care services. This is a key feature of our response at tier one. This project will develop the use of strengths based conversations at this first point of contact, making best use of personal and community assets and aims to reduce the number of referrals through to social care teams.

4.1.2 Charlotte Black, Service Director for Older People's and Mental Health Services and Sue Grace, Director for Customer Services and Transformation are leading this work. The project is currently being scoped and the board will meet for the first time in September 2015.

4.1.3 This project is a key piece of work that must be delivered to support the implementation of the Transforming Lives model across the service areas, and has particular impact on the Older People's plans for implementation. The project is being planned, and timescales considered.

4.2 HUMAN RESOURCES

The Recruitment and Retention strategy was presented to the Children and Young People's Committee and the Adults Committee in July and General Purposes Committee in August, and the recommendations were endorsed. The detail around the implementation of revised job descriptions to support new ways of working is being developed ahead of the launch in Autumn 2015.

4.3 WORKFORCE DEVELOPMENT, TRAINING AND CULTURE CHANGE

A programme of workforce development and training opportunities has been developed, with courses available on areas key to the Transforming Lives model including strengths based conversations, reflective supervision and Systemic practice. Strengths based conversations support staff to ensure that they are having conversations which look at the person holistically, starting from a position of considering their strengths and the strengths within their networks and community. Reflective supervision will support staff to consider the cases they have been working on, and consider the steps they took, what went well and how they might have approached it differently. Systemic practice is focused on working with people in the context of their family, community and networks to ensure that the

systems around the service user can support them. Workforce development and training in these areas will underpin the new way of working. Courses on strengths based conversations were piloted in 2014/15 and feedback from attendees has informed the programme that is now in place.

Work is underway to develop a leadership programme for managers across adult social care services, to ensure that they have the skills, knowledge and confidence to lead and embed these changes to practice and culture. This is expected to be scoped and planned by the end of October 2015.

4.4 ASSESSMENT, SUPPORT PLANNING AND REVIEW PROCESSES

- 4.4.1 The Transforming Lives model requires changes to the assessment, support planning and review processes, as well as other business processes across the services. Statutory assessments have been updated in accordance with the Care Act and Tier Two 'community crisis plans' are being tested and developed further with some of the social care teams in the Physical Disability and Learning Disability services. Work is currently underway to review and amend Hospital Discharge and Reablement processes to support the Transforming Lives approach.

4.5 INFORMATION AND SIGNPOSTING

The Information and Advice Model, developed in Cambridgeshire in 2014 in response to the Care Act is a key element of the Communication and Information Project. The project is focused on delivery of system wide information and communication for adults, their families and carers in a way that supports them to navigate the system rather than just sign-post; this includes embedding the principle of 'no wrong front door' as part of an integrated system.

4.6 PATCH ANALYSIS WORK

- 4.6.1 The purpose of this work is to respond to a committee request from May 2015. Three workshops are planned in August and September each focusing on a specific geographical patch. As well as discussing the information we hold about the area in terms of levels of need, and types of service user, the workshop, attended by ASC staff, partner agency and voluntary sector colleagues, and the Member(s) for the area will consider how best we can meet the needs of the community by harnessing what is available locally or stimulating new initiatives.
- 4.6.2 The learning from the three workshops will then inform future direction of the TL project, as well as potentially highlighting specific work that can be undertaken in the three areas involved. These areas are: Little Downham, Cherry Hinton and Godmanchester. It is hoped that this approach will identify where community responses could be used effectively to support existing service users and help us to target further individual casework analysis more effectively, given the resources required to undertake this level of detailed analysis and the other demands on frontline staff. An update will be brought back to

Committee in December 2015.

5.0 TIMESCALES

- 5.1 It is proposed that an update is brought back to the Adults Committee in December 2015, which provides an update on implementation activity and further, detailed plans for implementation.
- 5.2 Activity to be delivered by the end of December 2015 includes:
- i. Implementation of the key features of the Transforming Lives model within the Physical Disability Service
 - ii. Implementation of the key features of the Transforming Lives model within the Learning Disability Partnership
 - iii. Detailed implementation plans and timescales in place for key pieces of work required within the Older People's service
 - iv. Progress on the implementation of key pieces of work to be implemented within Older People's services
 - v. Implementation plans to be in place for Mental Health Services
 - vi. Examples of collaborative working across Mental Health Services should be in place
 - vii. Project plan and timescales in place for development of the customer services team / contact centre work.
 - viii. New job descriptions to have been launched with staff
 - ix. Implementation of leadership programme underway
 - x. Patch analysis work to be complete

6.0 ALIGNMENT WITH CORPORATE PRIORITIES

6.1 Developing the local economy for the benefit of all

- 6.1.1 Transforming Lives is based on recognising the strengths and assets of individuals and of those within our communities. It is therefore a model which has progression at its core.
- 6.1.2 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.

6.2 Helping people live healthy and independent lives

- 6.2.1 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.
- 6.2.2 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.

- 6.2.3 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.
- 6.2.4 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.
- 6.2.5 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.

6.3 Supporting and protecting vulnerable people

- 6.3.1 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.
- 6.3.2 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.
- 6.3.3 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.
- 6.3.4 Safeguarding will continue to be a key focus of the new approach to social work and social care for adults in Cambridgeshire.

7.0 SIGNIFICANT IMPLICATIONS

Work to further develop the detail of the Transforming Lives model is currently underway. There are significant implications in the implementation of this work for workforce development and the supporting systems that underpin all of the work of adult social care, including areas such as ICT and management information.

7.1 Resource Implications

- 7.1.1 The following bullet points set out details of significant implications identified by officers:
 - i. 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.
 - ii. There are 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.
- iii. There will be an impact on staff as they will be required to work differently in future. The extent to which it will impact on staffing levels is still to be determined, and will become clearer as work is undertaken to further develop this new approach.
 - iv. 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 on best practice and a working knowledge and understanding of what might provide an effective approach for Cambridgeshire.

7.2 Statutory, Risk and Legal Implications

7.2.1 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.

7.3 Equality and Diversity Implications

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

7.3.2 The implications for fairness, equality and diversity within the workforce and for service users is being considered throughout the further development of this approach.

7.3.3 A full Community Impact Assessment (CIA) is being developed as part of the business case, which will be brought back to this Committee for consideration in May 2015.

7.4 Engagement and Consultation Implications

7.4.1 Consultation is underway with staff, partners and stakeholders, service users and carers, to provide the opportunity for them to contribute to the design and development of the Transforming Lives model.

7.4.2 Over the Summer, three events were held for stakeholders including voluntary and community sector organisations, District Councils, Health and other public sector partners. These were well attended and provided the opportunity to explore the model with stakeholders, and begin to develop a joint approach to taking this work forward.

7.4.3 Providers of services have also had the opportunity to hear about the Transforming Lives model, and conversations with providers will continue as we further develop and define this approach.

7.4.4 Consultation with service users and carers has begun, initially using the Adult Social Care partnership boards to inform stakeholders of the approach and ensuring that they have the opportunity at all future meetings to contribute to the development of key elements of the Transforming Lives model.

7.4.5 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'. A further workshop with managers has been held to gather their views and work to develop this approach further.

7.4.6 Further planning is underway to ensure that all stakeholders have sufficient opportunity to participate in the development of this approach.

7.5 Public Health Implications

7.5.1 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.

7.6 Localism and Local Member Involvement

7.6.1 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. This work is being developed under the 'Community Resilience' cross-cutting project. Members are also involved in the patch mapping exercise outlined within section 4.6 within this report.

Source Documents	Location
Supporting and background documents to this report include:	
'Shaping our Future: Transforming Lives: A new Strategic Approach for Social Work and Social Care in Cambridgeshire'	<i>These documents are held with Charlotte Taylor and are available from 2nd Floor, Octogan, Shire Hall, Cambridge.</i>
Transforming Lives: Approach to Tier One	
Transforming Lives: Approach to Tier Two	
The Care Act	http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted
The Social Work Reform Board	www.education.gov.uk/swrb

