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

To:	**Adults Committee**
Meeting Date:	**1st December 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 report is presented to provide Members with an update on the progress made on key areas of the implementation of the Transforming Lives Model and to feedback progress on the 'small patch analysis work' commissioned by the Adults Committee.**
Recommendation:	**Members of Committee are asked to**

    a) **Comment on the current progress and ongoing plans in place for implementation across the service areas**

    b) **Comment on current progress and ongoing plans for areas of cross-cutting work that support implementation of the model in service areas**

    c) **Support the proposal that a briefing session for Members of the Adult Committee and Councillor Champions for Community Resilience is arranged to share the learning from the small patch workshops and encourage further work in local communities.**

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1.0 BACKGROUND

1.1 Transforming Lives is a new strategic approach to social work and social care for adults in Cambridgeshire. This programme of work is fundamental to delivering large savings within the business plan, as the Transforming Lives model of working will help us to manage demand and avoid costs.

1.2 The Transforming Lives model is predicated on three different 'tiers' of working, as outlined in the diagram below.

1.3 Over the last year, work has taken place on a number of key areas, which have sought to move this vision towards operational reality. Work is being undertaken to implement this approach within the four service areas, and across a number of cross-cutting areas including development of our first point of contact and 'early help offer', human resources and the community navigator service. Examples of how officers are working differently with people using the Transforming Lives model have been included at Appendix 1 to demonstrate the change in approach. The examples provided are representations of the work being undertaken rather than actual cases to maintain the privacy of the people that we are working with.

2.0 IMPLEMENTATION OF THE TRANSFORMING LIVES APPROACH WITHIN PHYSICAL DISABILITY AND LEARNING DISABILITY SERVICES

2.1 The Learning Disability Partnership (LDP) and Physical Disability (PD) Service started to implement the Transforming Lives model and way of working across the services from the beginning of October 2015. This is an evolutionary process, and although teams are now working in this way, we expect to see them grow in confidence as they develop more reflective practice and learn from each other over the coming months.

2.2   All teams across both services are now having 'transforming lives' conversations with service users and carers, and have adopted the associated Transforming Lives principles and new ways of working. Across the PD services teams have divided themselves into smaller geographical patches, which were agreed by Elected Members in May. The LDP are working within the agree geographical patches and are considering how they deploy staff to smaller areas to better make links with local communities and voluntary and community sector organisations.

2.3   Teams have adopted a model of reflective practice, and meet frequently to discuss cases, sharing issues and ideas and bring appropriate challenge within the teams to ensure that service users have support plans that are personalised, meet their needs and incorporates elements of tier one where possible and appropriate.

2.4   Over the past few months, we have seen some excellent examples of innovative practice that has supported service users to work towards their aspirations. Social care professionals have been making new links with the voluntary and community sector, and have a greater awareness of community based activities, which has enabled them to support existing service users to link into the things that will interest them and extend their local networks. Tier one conversations with people who are currently not in receipt of a service have enabled social care professionals to link people with community networks and in some cases, have avoided the need for a statutory social care package. We have also seen examples of potential escalation of need being addressed without an increase in statutory services. Appendix One provides three examples of how the Transforming Lives approach and principles can deliver positive outcomes. These case studies are illustrations of the type of work that members of staff are involved in rather than exact case studies of individual people. At the time of writing this paper, it is too early to be able to quantify the impact of Transforming Lives across the services. However, an approach is under development to evaluate the impact of working in a different way, including the identification of both savings achieved and costs avoided.

3.0   OLDER PEOPLE'S SERVICES

3.1   Within Older People's (OP) Services case, studies and anecdotal evidence demonstrate some evolutionary changes to practice that will continue to be encouraged whilst the more complex changes to the wider system supporting older people are implemented over the next five months. The current level of demand and activity within the Older People's locality teams and discharge planning teams is very high. Planned wider system changes are therefore required to free up capacity to enable the teams to fully implement and adopt the new ways of working.

3.2   The Older People's Services have defined a programme of work which will support the wider system changes required and ultimately enable the service to work towards the implementation of the Transforming Lives vision and ways of working. Over the past three

months, plans and deadlines have been articulated for a number of key areas of work, including:

     i.   Mapping geographical patches and possible match to Uniting Care's (UC) Neighbourhood Teams and the development of UC's Wellbeing Service to best support people within the community.
    ii.   Community Navigator Pilot in the Fenland team, with the navigator to be based within the Social Care team.
  iii.   Roll out of the Adult Integrated System (AIS) IT system across the Discharge Planning North and South Teams and the Older People's Locality Teams in Huntingdonshire and Cambridge City and South Cambridgeshire.
  iv.   Training for Staff on proportionate assessment. Prior to completing rollout of AIS for Older People's services, targeted training for teams has been designed and delivered which focused on how to complete proportionate assessments that are Care Act compliant.
    v.   Development of a bookable appointments Early Help/Brief Intervention Service for adults and older people, which would be based upon the offer of a booked appointment with someone who has the necessary knowledge, skill and expertise to explore needs, options and help plan a way forward. This will help manage the demand on the service.

3.3   The key pieces of work are well underway, with an expectation that they will be delivered by April 2016.

4.0   MENTAL HEALTH SERVICES

4.1   The aspirations for Transforming Lives and the Care Act within Mental Health Services have been articulated through the Social Care Strategy for Adults with Mental Health Needs. A multi-agency project group has been established to implement the work to achieve the objectives outlined within strategy.

4.2   The group have agreed an action plan for the implementation of the key objectives. Objectives have been divided into three tiers in accordance with the Transforming Lives model and include:
Tier One:

     i.   Accessible information about support services
    ii.   Individuals and families linked to strong resilient communities
  iii.   Support for carers

4.3   Tier Two
     i.   Social work transformed focusing on supporting people to gain and retain independence
    ii.   Creating an effective reablement service in Mental Health

4.4   Tier Three
     i.   Create a clear transitions pathway from children's and young people's services to adult social care
    ii.   Support people with taking up direct payments giving more

control
iii. Robust and high quality mental health workforce

4.5 Mental Health services will also be working closely with Cambridgeshire and Peterborough Foundation Trust (CPFT) partners to support people in their recovery journey at all levels of care.

4.6 It is anticipated that implementation plans will be in place for the objectives by the end of November.

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

5.0 THE 'FIRST CONTACT' PROJECT

5.1 The purpose of the 'First Contact' project is two-fold, firstly to improve and deepen the response that people receive when they contact the local authority; and secondly to maximise the number of contacts that can be dealt with in the centre. This project will support the delivery of the work articulated within the Council's Target Operating Model.

5.2 The inaugural meeting of the board took place on the 22nd September 2015 and set a target of implementing the new way of working by 1st April 2016. The aim of the new ways of working is to help manage demand for long term care services by taking a Transforming Lives approach to our initial conversations with people contacting us for assistance and linking them into other sources of support and help – such as the voluntary and community sector – rather than offering a social care assessment as our default response. A major piece of the work is to understand and map the various different pathways that are available at the first point of contact. There is a proposed contact diversion rate of 75%. This would mean that 75% of contacts would be managed at the 'front door' rather than being referred to the locality teams. The staff responding to these enquiries would provide comprehensive information and sources of advice and would link people directly to community and voluntary sector activities.

5.3 A fortnightly sub-group (supported by the monthly boards) has been set up to deliver the following pieces of work, all of which have been completed or are progressing in line with the timescales:
   i. Map the current process (September 2015)
   ii. Identify areas of work that could be delivered at the contact centre (October 2015)
   iii. Define potential alternative model(s) in an options paper (October 2015) for consideration by the Board in December 2015
   iv. Implement the changes (December 2015-April 16)

5.4 The aim has been to develop this work in partnership with our health and voluntary sector colleagues. However, the short deadlines mean that we have had to prioritise the work on progressing internal changes whilst ensuring that we identify opportunities for partners to become involved and influence the work as it moves forward.

6.0   COMMUNITY NAVIGATORS

6.1   The Community Navigator scheme is a service where trained volunteers provide information, advice and signposting to older people in Cambridgeshire. The service has made a significant contribution towards helping people find resources and help within their own community. In 2014 the Navigators supported 1,336 older and vulnerable people across Cambridgeshire and provided advice on a number of issues ranging from home adaptations, benefits, accessing activities and support to more complex issues around hoarding, and bereavement.

6.2   A recent independent evaluation of the Community Navigators scheme highlighted the value of their contribution and showed that the scheme was clearly filling a gap in existing support. The evaluation showed that navigators provided support and information to clients before their needs escalated and, that at the time of referral, many clients were not known to other services. The navigators have fulfilled an important preventative role working with people who have identified a need for some support but who have not required a referral to services that manage clients with more complex needs.

6.3   The next step for the community navigator scheme is to consider extending its remit to work with people under 65 and to explore the personal and cost benefit of directing more resources to expand the scheme. A consultation will be going out early next year to engage the public on their thoughts on the scheme and gain feedback on what could make the service even better.

7.0   OTHER AREAS OF CROSS CUTTING ACTIVITY

7.1   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. Letters have been sent to relevant staff (around 500) to confirm their new job role, job description and grade and to reinforce the link between these changes and the Transforming Lives approach.

7.2   The programme of workforce development and training opportunities developed to support the new ways of working is being complemented by a leadership programme for managers. This programme has been designed to ensure that operational managers have the skills, knowledge and tools to support their teams through the implementation of Transforming Lives. It reinforces key areas of practice required to deliver the Transforming Lives model including strengths based conversations, reflective supervision and Systemic practice and links this with leading and managing change.

7.3   A new piece of work has been established to review current performance indicators across the service areas, to ensure that they fit with the Transforming Lives model and way of working. The review of performance indicators is being considered alongside performance management, quality assurance and the AIS IT system.

Changes to performance indicators cover the following areas:

    i.   Timelines of assessment – which concerns new, statutory assessments and the number of days between the referral being made and the assessment being completed.

    ii.   Review performance – four new indicators looking at different aspects of review performance

    iii.   Looking at measuring activity linked to tier one and tier two of the Transforming Lives model – these will be new indicators.

7.4   Another new piece of work is underway to set out clearly what is expected of staff in putting the Transforming Lives approach into practice. Over the next three months the following activity will take place:

    i.   Development of a new, up to date, simple set of practice standards which are meaningful, easily understood and accessible whilst at the same time driving improvements in practice in line with Transforming Lives and the Care Act (2014).

    ii.   Continuing to review our customer journey and workflows to ensure that we deliver what is required plus review our key processes and systems.

    iii.   Reviewing and updating the current Adult Social Care Operational Instructions to reflect (i) and (ii) above – simplifying them and making them more user friendly.

    iv.   Reviewing our Quality Management System including how we assure practice and how we capture the experience of people who use our services.

    v.   Ensuring that staff have the right mind-set through organisational development interventions including effective Leadership Development and promoting the development of a coaching culture.

7.5   A number of key areas for improvement have been identified including the need for a much greater emphasis on our "approach" and the way we do things rather than simply focussing on what we do and our key processes. There is also a need to become more efficient in our ways of working and ensure that our procedures and guidance for staff are presented in a simpler and more accessible way. Creating a two way dialogue with staff will be a priority to enable them to influence decisions moving forward and secure greater ownership. To date two engagement events have been planned Dec 2015 to begin this dialogue with staff.

7.6   In addition, a new member of staff has begun in post and is developing our approach to quality assurance across Adult Social Care. The approach to Quality Assurance emphasises the need for evidenced based practice. Evidence we are meeting our legislative duties and ensuring practice reflects Transforming Lives. Quality Assurance is part of the safety net for practitioners within these requirements through being clear about expectations and monitoring and checking practice. For a wider audience the Quality Assurance framework gives a wider view through aggregated results giving evidence of excellent practice, areas requiring improvement and

evidence the transforming ways we are working across ASC.

7.7   The Quality Assurance work is under development and there will be two primary areas of focus:
1. Reviewing practice through case file audits
2. Feedback from service users both surveys and complements and complaints.

The work on quality assurance will continue to link closely with the work outlined in 7.4 to codify Transforming Lives.

8.0   SMALL PATCH ANALYSIS WORK

8.1   At the May meeting of the Adults Committee, Members requested that officers undertake some geographically focussed work to look at how it might be possible to better support people receiving services, or those who may require services in the future, by utilising resources within the local community. The proposal to undertake three workshop sessions was approved following the presentation of data for each patch and discussions at the June Transforming Lives Board. The patches were Cherry Hinton, Little Downham and Godmanchester. The workshops took place in August and September, and involved a range of participants including the local Elected Member, representatives from Adult Social Care Services, the voluntary and community sector and others within the community.

8.2   Positive feedback was received from all participants and the workshops generated proposals for further activity which should have a positive impact on the people within the community. Many participants welcomed the opportunity to network, make connections, and the seeds of some independent activity have been sown. Conversations about Tier 1 support were the most fruitful, with participants providing many ideas about new things they could do within their community to support vulnerable people, for example establishing local reading groups and suggesting that a village pub could provide hot meal deliveries. It proved to be much more difficult to generate ideas for how the community could respond to the needs that are currently being addressed through ongoing social care support. Participants expressed concerns over the resilience of community support in more rural areas in particular. Each workshop has resulted in a list of proposals for that area as well as providing some general learning for delivering Transforming Lives activity in the future.

8.3   A number of recommendations were presented to the Transforming Lives and Care Act Programme Board, and approved. These include working with colleagues internally to review the proposals made at the workshops and ensuring that this work, and the proposals made, are closely linked to the Council-wide work on Community Resilience. The proposals include establishing a Timebank, asking the Town Council or local youth group to map the activities which take place within the community and setting up supported introductions or a 'good neighbour' scheme.

8.4   A further recommendation has been made to hold a briefing session

for Members of the Adult Committee and Members involved in the councillor champions work to link the two pieces of work together. It is hoped that this would help to generate ideas for councillors to take forward within their localities, including the possibility of organising similar workshops with some officer support subject to available capacity.

8.5   The Transforming Lives Programme Board has confirmed that new service users who are referred to social care teams will be allocated to staff that are linked to the geographical patch in which the person lives. The size of the patches will differ for each of the client groups, as the number of staff and service users are different, but all staff will be clear on the geographical patch that they cover and how that patch fits within the configuration across the county.

9.0   ALIGNMENT WITH CORPORATE PRIORITIES

9.1   Developing the local economy for the benefit of all

9.1.1   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.

9.1.2   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 and person-centred, to ensure that the individual is supported to achieve their aspirations.

9.2   Helping people live healthy and independent lives

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

9.2.2   Transforming Lives proposes that a universal offer at 'tier one' is available within communities, which is a key facet of this model and a key priority for Transforming Lives is 'strong, integrated community capacity'. Transforming Lives links closely with the strand of the new Council Operating Model work on Community Resilience. The community resilience work is focusing on strengthening communities and one element of this proposes that elected members could play a key role in the leadership of strong independent communities and the development of community capacity.

9.2.3   The Transforming Lives 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.

9.2.4   The strengths based approach which lies at the heart of the Transforming Lives model will ensure that individuals to consider their strengths and assets and will encourage them to participate in their

local community.

9.2.5 Transforming Lives recognises the huge contributions of family carers and that they are often best placed to support individuals to achieve their aspirations.

9.3 Supporting and protecting vulnerable people

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

9.3.2 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. The three tier approach also aims to prevent, reduce or delay people from requiring statutory support from adult social care services.

9.3.3 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.

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

10.0 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.

10.1 Resource Implications

10.1.1 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. Staff require 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. 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.
  iv. The implementation of the Transforming Lives approach will contribute to the delivery of the business planning savings proposals by helping to prevent, delay and reduce the need for

care and support. Community based interventions focused on prevention and targeted short term activities to increase independence and reduce ongoing packages will be particularly important.

10.2   Statutory, Risk and Legal Implications

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

- The proposal will help us to meet our statutory duties outlined in the Care Act 2014.

10.3   Equality and Diversity Implications

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

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

10.3.3   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.

10.4   Engagement and Consultation Implications

10.4.1   Consultation has been on an ongoing basis 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.

10.4.2   In 2014, 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. There has been ongoing dialogue with the voluntary and community sector and other partners.

10.4.3   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.

10.4.4   Consultation with service users and carers has taken place, primarily through the Adult Social Care partnership boards to inform stakeholders of the approach and to ensure that they have the opportunity at all future meetings to contribute to the development of key elements of the Transforming Lives model.

10.4.5   The Transforming Lives approach has been widely shared with staff, who have been involved in the development of this work. Mechanisms are in place across the service areas to regularly

discuss the implementation of Transforming Lives and gather any feedback.

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

10.5   Public Health Implications

10.5.1   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 on prevention of ill-health and preventing, reducing or delaying people's need for statutory social care support is aligned with public health objectives.

10.6   Localism and Local Member Involvement

10.6.1   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 have also involved in the patch mapping exercise outlined within section 4.6 above and section 8.3 sets out further opportunities for developing Member involvement and leadership within their communities.

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' Transforming Lives: Approach to Tier One Transforming Lives: Approach to Tier Two	*These documents are held with Charlotte Taylor and are available from 2ndt Floor, Octogan, Shire Hall, Cambridge.*
The Care Act	http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted
The Social Work Reform Board	www.education.gov.uk/swrb