

ADULTS POSITIVE CHALLENGE PROGRAMME

To: Adults Committee

Meeting Date: 24th May 2018

From: Service Director: Adults and Safeguarding

Electoral division(s): All

Forward Plan ref: Key decision: No

Purpose: To provide an update on the work on the Adults Positive Challenge Programme, following the previous update to Committee in January 2018.

To seek endorsement from Committee to the proposed scope and approach for the programme.

Recommendations: Adults Committee is asked to:

- a) Comment on and endorse the new mission for adult social care as described in 2.2.1
- b) Comment on and endorse the work to date on the Adults Positive Challenge Programme and the opportunities identified
- c) Approve the engagement of iMPower consultancy to support delivery the rapid implementation priorities as set out in section 2.1.2.
- d) Endorse the proposal to go forward to General Purposes Committee for further investment from the Transformation Fund to facilitate delivery of the programme
- e) Endorse the proposals set out in section 2.2.4 for the scope of the programme, specifically that it is a whole-Council initiative, led by the Adults Committee but supported by all directorates and committees

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1. BACKGROUND

- 1.1 Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector.
- 1.2 Through investment from the Council's Transformation Fund, a consortium of Capgemini and iMPOWER was appointed to support an initial discovery phase of the programme which has included a baseline analysis, development a new vision and identification of opportunities for the improvement, efficiency and further transformation. iMPOWER have also carried out a similar discovery phase in Peterborough City Council. At the end of phase one this investment has given us:
- a rigorous review of the current operating model with an analysis of impact against cost to serve;
 - a baseline assessment of all Adult Social Care services;
 - identification of a new vision and outline model for Adult Social Care;
 - an Outline Business Case which identifies areas of opportunity with the potential to deliver up to £49 million of savings, through initial investment, whilst driving up outcomes for citizens of Cambridgeshire and Peterborough;
 - detailed proposals for a 'fast forward' phase across Cambridgeshire and Peterborough.
- 1.3 The initial discovery phase has evidenced that the Cambridgeshire system is already broadly efficient and effective. The quality of outcomes for services users in Cambridgeshire was found to be in line with national average, despite a lower than average level of expenditure. The analysis also found that the Transforming Lives Programme has made progress in encouraging a proactive, preventative and personalised approach to care and highlighted that a larger proportion of service users in Cambridgeshire are supported to live independently at home rather than in residential or 24 hour care settings.
- 1.4 The baseline assessment also highlighted that more work is needed to embed the focus on independence and that several key challenges are driving the need for a new approach – specifically:
- a substantial supply capacity challenge in the current care workforce;
 - continuing increases in demand from a growing and aging population;
 - a combination of demand growth and inflationary pressure leading to a substantial budget deficit in the coming years;
 - limited digital tools and inadequate use of data causing productivity losses in staff time and impacting on the frequency and quality of case reviews.
- 2.3 Building on this initial work, the consortium has now delivered an Outline Business Case which describes the opportunity areas, new ways of working and service models which could maximise their potential. Cambridgeshire County Council and Peterborough City Council carried out the discovery phase of work as two distinct programmes. It is proposed that in line with the agreed principles of the Shared and Integrated Services Programme future phases will be planned and implemented as one programme across both councils.

2. CURRENT POSITION

2.1 Immediate opportunities

- 2.1.1 In response to the need to strike a balance between the strategic elements of the Adults Positive Challenge Programme with the financial imperative to deliver transformation at pace, it is necessary to develop a programme of operational work streams that will be implemented immediately, in parallel with the development of the longer term, large-scale strategic opportunities and changes identified by the consortium.
- 2.1.2 To support the Council with the immediate opportunities, iMPower have commenced a short-term programme of 'fast forward' activity that will take place between May and August 2018. This programme of activity is designed to progress the discrete operational opportunities identified in the Outline Business Case for all client groups, and maintain momentum for the wider programme. The scope of this work is currently being refined and developed in the context of a neighbourhood or 'place based' approach, and with a priority focus on ensuring the immediate work addresses the 2018/19 Business Plan pressure of £1m. The programme of activity will be delivered and implemented in a flexible way to enable the Council to maximise all opportunities for success throughout the programme. The areas that are proposed are:
- Changing the conversation we have with individuals and communities through a redesign of communication and engagement tools and systems (Website, fact sheets, letters, etc.)
 - Practice Development with staff and managers
 - Strengthening the Assistive Technology offer – strengthening work already started in this area
 - Clarification of discharge support pathways and communication
 - Detailed planning of longer term, strategic work streams including commissioning by outcomes and the neighbourhood or place based approach
- 2.1.3 The total cost of the 'Fast Forward' phase is likely to be around £240k which will be funded through previously agreed Transformation Funding in Cambridgeshire, contribution from Peterborough City Council and a new bid to the Cambridgeshire Transformation Fund of around £120k. A detailed proposal and Transformation Fund bid is being developed to go to General Purposes Committee in July.

2.2 Strategic Programme

- 2.2.1 The fundamental principle of the strategic change is a model which is based on *putting choice and independence directly into the hands of individuals and communities*. The new model will be driven by the neighbourhood or place based approach, and success will mean that citizens have greater independence and better outcomes with reduced state intervention by:
- addressing citizens' needs early on to prevent them from escalating - working in partnership with communities and health partners, to share information, act as one care workforce & be proactive;
 - empowering individuals to do more for themselves - providing them with the resources, tools and local support network to make it a reality; and

- building self-sufficient and resilient communities - devolving more preventative care & support resources at a neighbourhood level and enabling individuals to spend their long term care budget within their community.

2.2.2 The Outline Business Case produced by the consortium has identified twelve specific opportunities that will support delivery of the vision, and work is now underway to develop and refine these opportunities across Cambridgeshire and Peterborough. This will be through the development of detailed business cases that will full explore the scale of opportunity available and the case for investment. The opportunity areas are:

1. Customising Care – embedding further the person / community-centred practice, commenced in Transforming Lives.
2. Neighbourhood Based Support Model – the establishment of operational teams located within working as part of a specified local community building on the learning and linking in to the evaluation of the Neighbourhood Cares pilot.
3. Outcome-based Commissioning and stimulation of new care models – commissioning by outcomes and a more significant focus on developing and expanding the care market.
4. Support for Carers – giving equal weight to support for carers and for service users to minimise the risk of carer breakdown.
5. Digital engagement and self-management – utilising digital platforms and tools to improve engagement.
6. Online Marketplace – establishment of a new, online marketplace for care, equipment and support to reduce dependency on the Council.
7. Targeted Reablement and Enablement – expanding reablement provision to new cohorts of people that might benefit from intensive, goal-focussed support.
8. Technology Enabled Care (TEC) – making better use of technology to manage demand, taking advantage of cutting edge technology and working with technology companies to develop new products in response to care need requirements.
9. Discharge Pathways – a clear focus on behaviours and relationships within the discharge model to instil a mind-set of ‘returning home’.
10. Intelligent use of Data – making better use of data at both a micro and macro level to make better decisions, support clients and support front-line staff to access the information they need to work more effectively.
11. Improve Finance Pathways – ensuring the finance pathways and processes support people to self-serve and support commissioning.
12. Information sharing and a digitally-mobile workforce – provision of a connected and holistic citizen-view.

2.2.3 Work is underway to develop the detailed business cases necessary to fully realise the potential financial impact of the long-term Adults Positive Challenge Programme. The Outline Business Case indicates an investment of £4.8m could yield cumulative savings of £49.5m during 2018-2023. However a final, detailed business case and investment bid will be presented to General Purposes Committee in September 2018 for consideration.

2.2.4 Although the focus of the work to date has very much been around adults services, the Outline Business Case demonstrates clearly that this transformation will be a key priority and focus for teams across the whole Council. Senior Responsible Officers from across different Council Directorates will be appointed to lead different parts of the programme to

ensure distributed leadership, and resource to deliver change will come from all parts of the organisation and external sources.

- 2.2.5 Throughout the Adults Positive Challenge Programme, transformation support will be aligned across Cambridgeshire County Council and Peterborough City Council in line with the commitment made by both Councils as part of the shared services agenda to work together where it is in the interests of both organisations to do so.
- 2.2.6 The Adults Positive Challenge Programme will be embedded within the broader strategic health and social care agenda in Cambridgeshire, and will seek to maximise the opportunities available to drive forward health and social care reform as part of the wider system and through the Combined Authority's Public Service Reform programme.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

The entirety of the Adults Positive Challenge Programme supports the need to shift social care practice away from long-term support towards more preventative support and advice, which will support people to live healthier and more independent lives – as described throughout the paper

3.3 Supporting and protecting vulnerable people

Safeguarding vulnerable adults is central to the purpose of Adult Services. As the service's focus encompasses more preventative activities and less long-term care support, ensuring that risk is managed effectively and arrangements are in place to support appropriate safeguarding of vulnerable adults will continue to be essential.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

Resource implications are described in section 2.1.2.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications in this category.

4.3 Statutory, Legal and Risk Implications

As outlined in section 2, we do not anticipate any change to statutory or legal duties as a result of this programme nor do we anticipate any greater level of risk. The new model is expected to be both safer and higher quality.

4.4 Equality and Diversity Implications

There are no significant implications in this category.

4.5 Engagement and Communications Implications

There are no significant implications from this paper but the programme will entail a significant programme of engagement and communication as it develops

4.6 Localism and Local Member Involvement

There are no significant implications in this category.

4.7 Public Health Implications

There are no significant implications in this category

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes or No Name of Financial Officer:
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes or No Name of Officer:
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes or No Name of Legal Officer:
Have the equality and diversity implications been cleared by your Service Contact?	Yes or No Name of Officer:
Have any engagement and communication implications been cleared by Communications?	Yes or No Name of Officer:
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes or No Name of Officer:
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer:

Source Documents	Location
Committee Report January 2018	<u>Adults Committee Report Jan 2018</u>