

WIRRAL COUNCIL

HEALTH AND WELL-BEING OVERVIEW AND SCRUTINY COMMITTEE :
22 JUNE 2009

REPORT OF THE DIRECTOR OF ADULT SOCIAL SERVICES

TRANSFORMING ADULT SOCIAL SERVICES – AN OVERVIEW AND UPDATE

Executive Summary

This report provides an overview of the transformation of Adult Social Services in Wirral and further opportunity for discussion.

1 A New Direction

- 1.1 The establishment of the Director of Adult Social Services, a statutory post, is central to the vision for modernising community services as laid out in the White Paper '**Our Health, Our Care, Our Say**: a new direction for community services' which sets out a clear direction for a service that delivers to outcomes, working with whole communities, and through integrated working arrangements. This has been added to by the Concordat '**Putting People First**' which has been signed by a range of national organisations which provides the guidance for transforming adult social care into a personalised service.
- 1.2 The DASS role and that of the Lead Member involves a key leadership role to deliver the Council's part in:-
 - improving preventative services and delivering earlier intervention
 - managing the necessary cultural change to give people greater choice and control over services
 - tackling inequalities and improving access to services; and
 - increasing support for people with the highest levels of need.
- 1.3 The DASS is working closely with a full range of providers of community services and benefits, including Supporting People / housing support, leisure services, adult education, community safety, the independent, voluntary and community sector. In addition, DASS key partners include NHS Wirral and other NHS organisations to take a whole systems approach to providing care and supporting wellbeing. The DASS is responsible for delivering outcomes and influencing partners beyond the traditional boundaries of local government departments, particularly by working through Local Strategic Partnerships and as part of Local Area Agreements.
- 1.4 As more and more people need care and support and rightly demand more and more from the care and support they receive, it has been

recognized that traditional systems will not be sustainable in the long term. A new care and support system is needed to bring together the range of activities, services and relationships that underpin care and support, so that people are clear about what they are entitled to.

- 1.5 Given this direction of travel, Adult Social Services in Wirral is undergoing radical reform. This reform will ensure delivery of a personalised service that is truly people-focused and delivers to outcomes. Demand is increasing through the significant demographic changes and there are also challenging financial constraints. There are three key strands to the transformation programme; **personalisation**, **localisation** and **integration**. The Department has a three year plan for transformation focussing on these areas. The following are highlights of work undertaken as part of the programme in 2008/09:-

Personalisation

- 1.6 The direction for delivering a personalised approach and services is clear. It will enable people who use services to have greater flexibility and choice in the way their support is provided. At the heart of the transformational agenda is the development of individual budgets and personal budgets which will fundamentally transform the way people who use services are assessed and how their care will be arranged and delivered. The Department has been set very demanding national targets on individual budgets and direct payments and this is an improvement area in the Local Area Agreement. Work on personal budgets has been reported to this committee and 17 individuals are part of a pilot to develop personal budgets in Wirral.
- 1.7 The Department has invested resources into ensuring that the workforce is re-skilled to ensure delivery of the new agenda. In the past 12 months the Department has undergone a restructure and invested in training and development programmes for all staff within the Department. This investment has been extended to key partner agencies as part of the Departments responsibility to shape and influence wider community issues.

Localisation

- 1.8 The localisation of services requires the whole economy to work with local communities and in partnership to deliver support. A main component of this for social care is to develop services that are delivered to people in their own home or close to home and to ensure people can live independently with community based support system being focussed on people's wellbeing. This community focus is being specifically directed through the development of new housing, employment, recreational, educational and training opportunities for all adults.
- 1.9 A major part of the transformation has been a root and branch review of the Department's access and assessment branch which remains a central

operational service. The branch has now moved into local communities (localities) which are co-terminous with NHS Wirral. In Wallasey, Social Services and NHS Wirral staff are co-located and Birkenhead and Bebington and West Wirral will follow.

- 1.10 This whole system transformation is already seeing a change in the requirements of the provider market and work on localising services is already underway. The Council has made a number of significant decisions in the last 12 months to assist in realising this vision; the renegotiation of residential and nursing home fees, the agreement to explore the possibility of outsourcing Social Services internal provider services, the transfer of in-house home care to the independent sector and the significant development of a Reablement service.
- 1.11 In addition two extra care housing schemes are being developed with the support of local residents and representatives of the Older People's Parliament. The first of these schemes is on the site of the former Mendell Lodge in Bromborough which is funded through the Department of Health's Extra Care Housing Grant 2008/10 and is being developed in Partnership with Housing 21 and NHS Wirral. The Scheme will provide 49 units of accommodation and will have community facilities in the form of a restaurant, activity rooms, NHS / health clinic facilities. Funding was also secured through the Housing Corporation to build an Extra care Development in Wallasey. This will provide 51 apartments and 19 bungalows, with mixed tenure and will offer similar opportunities to those described above.

Integration

- 1.12 Overall, staff will be working in a more integrated way with colleagues in health services. Professionally qualified staff are more able to concentrate on those areas of work which demand their skills while others are able to relieve them of much of the work which can be undertaken by vocationally qualified staff. This integration agenda is being piloted out through Wirral Integrated Service Programme (WISP) which has been reported to Overview and Scrutiny Committee. WISP provides the opportunity to radically reshape the way health and social care services are commissioned and provided as part of a fully integrated network of primary care, social care and community services in local communities.
- 1.13 To reflect this agenda the Department and NHS Wirral has placed integrated commissioning under the management of NHS Wirral Director of Strategic Partnerships and the integrated commissioning manager posts are jointly funded. Through this integrated commissioning will be developed at a locality level which will enable Health and Social Care to work together and invest locally to achieve high quality services at best value for current and future customers.

2 Transformation Programme Management

- 2.1 The Department's transformation programme is an ambitious one and the changes are across the whole system. The proposals are far-reaching, affecting all parts of the organisation and requiring partnerships within the Council and with key partners. The whole programme is being overseen by a Departmental transformation programme board, with each specific area of work being subject to scrutiny, oversight and leadership. The board comprises; the Department's Strategic Leadership Team, the Cabinet Lead, Chief Executive of Voluntary and Community Action Wirral (VCAW) and with colleagues from Regeneration and Finance Departments, along with health colleagues and a Representative from LINKS.
- 2.2 In December 2008 the Council agreed that the Departments entire transformation programme become one of the six Council programmes that would be overseen by a corporate strategic change programme board. This strategic board will ensure that all six programmes are sufficiently resourced and quality assured and that consideration is given to the wider remit of social care within the broader corporate environment.
- 2.3 For 2009/10 the Department will be focussing on six transformation projects which are set out in the Departments Business Plan 2009/10. They are as follows:
- Personal budgets and self directed support
 - Provision of Access to Services 24 hours a day, 7 days a week
 - Provision of locality Reablement and Assessment Services
 - Development of strategic integrated commissioning and partnerships across health and social care through WISP: Wirral Integrated Services Pilot
 - Development and Implementation of an Early Intervention Strategy
 - Care Service Strategy – Viability and Design Study'

3 Financial Implications

- 3.1 The Department has implemented a 3 year Budget Stabilisation Plan which is integral to the transformation programme. Details of the plan have been reported throughout the year. Transformation without efficiency is not sustainable and efficiency without transformation will not release the figures required to stabilise the budget. The transformation agenda is underpinned by effective budget management and a sustainable budget.

4 Staffing Implications

- 4.1 The transformation of social care is resulting in a major shift in emphasis for staff both professionally and vocationally qualified staff. It will also mean that a smaller workforce is required and some staff may be put at risk and some redeployments and redundancies may arise. There are

major implications for the skills needed to deliver on the personalisation agenda which will mean providing training for existing staff.

5 Equal Opportunities Implications

- 5.1 Each of the projects supporting the programme will be subject to equality impact assessments to ensure that vulnerable people and those from minority groups are not adversely affected.

6 Community Safety Implications

- 6.1 The personalisation agenda for social care crosses into all domains of community life. Community safety implications are yet to be quantified. Example of work being undertaken are the cross agency data sharing protocol being developed with Merseyside Fire and Rescue Service, capacity building within the Departmental structure to deliver on community development issues and links with Merseyside Police.

7 Local Agenda 21 Implications

- 7.1 The shift towards a locality model will inevitably impact on environmental issues. These are yet to be quantified.

8 Planning Implications

- 8.1 There will be some planning implications which will unfold as the Council, through the Department of Adult Social Services, moves towards delivering the personalisation agenda and services are redesigned around individuals. In particular this is likely to relate to the project on the design and viability of care services.

9 Anti Poverty Implications

- 9.1 Given that the direction of travel is towards early intervention and prevention there will be anti poverty implications. The Department are proactive in assessing people's welfare benefits and have a robust welfare benefits advice team and integrated arrangements with the Department of Work and Pensions.

10 Social Inclusion Implications

- 10.1 A key to the personalisation agenda is social inclusion and a key within the operating framework is the need to develop universal socially inclusive services for all.

11 Local Member Support Implications

- 11.1 Members are asked to consider the implications for supporting a transformed service that is moving into three localities that are co-terminous with PCT boundaries. Additional work is needed on how these

three localities relate to communities through local area forums and with the four District Model that has been developed by Children and Young People's Department.

12 Health Implications

- 12.1 The personalisation agenda for social care crosses into all domains of community life including health. We have identified where work has links with health and are working towards a shared and integrated approach towards providing support and services to communities in Wirral.

13 Background Papers

Our Health, Our Care, Our Say: a new direction for community services, Department of Health, 200

Putting People First, Department of Health, 2007

The case for change – Why England needs a new care and support system, Department of Health, 2008

Transforming Social Care, Department of Health, 2008

World Class Commissioning, Department of Health Website, 2008, <http://www.dh.gov.uk/en/Managingyourorganisation/Commissioning/Worldclasscommissioning/index.htm>

14 Recommendations

That Overview and Scrutiny Committee:

- (1) Support the direction of travel for Adult Social Services, as detailed in this report
- (2) Note progress being made
- (3) Make comments on the contents of this report
- (4) Consider how members are involved in the locality model

JOHN WEBB
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