

WANDSWORTH BOROUGH COUNCIL

ADULT CARE SERVICES OVERVIEW AND SCRUTINY COMMITTEE
8TH JANUARY 2009

EXECUTIVE – 19TH JANUARY 2009

GENERAL PURPOSES COMMITTEE – 28TH JANUARY 2009

Report by the Director of Adult Social Services on Transforming Adult Social Care

SUMMARY

This report updates Members on progress in implementing the Transforming Adult Social Services programme, as set out in Paper No. 08-313 and Paper No. 08-716. It further recommends proposals for the use of the Social Care Reform Grant for 2009/10. These proposals recommend the continuation of interim capacity and performance measures set out in the earlier reports.

These arrangements are considered necessary to sustain capacity and service performance during the transformation programme whilst existing staff are involved in developing and implementing new ways of working.

The arrangements are also necessary to support effective safeguarding and to help balance the risk associated with supporting vulnerable people as they increase their choice and control over how and by whom their support needs are met.

Transforming Adult Social Care

GLOSSARY

DH	Department of Health
LAC	Local Authority Circular
WTPCT	Wandsworth Teaching Primary Care Trust
RAS	Resource Allocation System

Recommendations

1. The Adult Care Services Overview and Scrutiny Committee are recommended to support the recommendations in paragraphs 3 and 4.
2. If the Overview and Scrutiny Committee approve any views, comments or recommendations on the report, these will be submitted to the Executive/General Purposes Committee for their consideration.
3. The Executive is recommended to approve a positive budget variation of £455,000 in 2009/10 when considering the budget variations elsewhere on their agenda.
4. The General Purposes Committee are recommended to approve the establishment of the posts of one Programme Manager, one Team Manager and three Review Officers on fixed term contracts and additional interim capacity into social work teams within the Older People & Sensory and Physical Disability Division for a further year, to be funded from the Social Care Reform Grant as described in paragraph 8.
5. **Introduction.** Papers Nos. 08-313 and 08-716 set out the plans for implementing the Transforming Adult Social Services programme in Wandsworth over the period 2008/09 to 2010/11. Since those reports were considered by the Adult Care Services Overview and Scrutiny Committee in April and September 2008, the Adult Social Services Department has made significant progress in laying the foundations for the implementation of personalised care and support in line with the guidance contained in the Local Authority Circular LAC (DH) (2008) 1 to achieve the culture and process changes to enhance service users independence, dignity and choice.
6. Long term cultural and business process change is being implemented through a comprehensive programme plan which has identified four key workstreams between now and April 2011. This programme is being implemented by way of the separate workstreams and is building on the work that had begun within the Department through the Care Services Efficiency Delivery programme across Learning Disability and Older People and Physical Disability Services.

7. **Progress to Date.** A number of specific achievements have already been made and Paper No. 08-716 described progress up to September 2008. Since that report was presented to the Adult Care Services Overview and Scrutiny Committee further progress has been made as follows:-
- (a) A dedicated learning disability access service has been established which will implement the business process review improvements and efficiencies already identified in the first half of the year. This service will deliver an improved information service for the public which is a key requirement of the transformation agenda and will support people in making choices about how their care and support needs can be “personalised”. The new arrangement will also deliver on the efficient use of valuable social worker resources by allocating workloads, referrals, enquiries and resolving issues at the earliest and most appropriate level.
 - (b) Additional interim capacity has been built into social work teams within the Older People & Sensory and Physical Disability Division to assist in the establishment of effective and established safeguarding arrangements to help balance the risks associated with supporting individual choice whilst the business processes are being reworked. This additional capacity reflected in Paper No. 08-716 is also funding the Transforming Lives Social Work Team in the Learning Disability Service who are reviewing people with learning disabilities in residential care to identify opportunities for them to maximise their independence and choice over how their needs are being met.
 - (c) Work has begun to develop a Resource Allocation System (RAS) for use across all service areas. This is a central component of the Transforming Social Care and Personalisation programme. There is already experience in the Department from the work done in the Learning Disability service but it is recognised that this was a very focused project and will require a significant amount of development over the coming year.
 - (d) The Commissioning work stream has been started. The organisational changes which resulted in new Commissioning posts being established (Paper No. 08-578) within the Department will enable the progression of service commissioning plans for all areas of adult services in partnership with the WtPCT.
8. **Plans for Further Progress in 2009/10.** In support of further progress during 2009/10 it is proposed to support the implementation of the following initiatives:-
- (a) Continuation of the post of Programme Manager to oversee the programme of change which will be required across the Department.

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- (b) Continuation of the funding for the Transforming Lives Social Work Team, Learning Disability Service and continuation of the interim increased capacity across the operational teams to help within the Older People & Sensory and Physical Disability Division to assist in the establishment of effective and established safeguarding arrangements and to help balance the risks associated with supporting individual choice whilst the business processes are being reworked.
- (c) It is planned to have a pilot programme of Self Directed Support and Individual Budgets in 2009/10. This will be an exercise to explore with 100 service users the use of a Self Assessment Questionnaire and Resource Allocation System. It will also help to identify the most appropriate methods of supporting people to fully use their Individual Budgets.

Further work will be needed to specify, implement and develop improved information systems across the Department to address the business need of a completing a RAS in a transparent and equitable way, whilst ensuring that the budget and internal controls are maintained effectively to mitigate any identified risks. Similar work will also be required in relation to the development of the first point of contact with the Department and the provision of specialist information for all the residents within Wandsworth seeking information about Adult Social Services.

9. **Social Care Reform Grant.** Paper No. 08-313 has set out the purposes that the Social Care Reform Grant funding can be used for to support councils in their work on transforming services, including process re-engineering, capability and capacity building activities required to design the entire system.

The Social Care Reform Grant allocation for Wandsworth for 2009/2010 is £1,051,000. However it is proposed to only draw down the specific funding for the continuation of the Transformation Programme Manager (£99,000), the Learning Disability Access Service (£40,000), the Transforming Lives Team (£151,000) and the continuation of the interim capacity in the older people and physical disability service (£165,000). Further proposals will be presented during 2009/10 once the detailed work on the RAS and the information systems have been worked up.

10. **Comments of the Director of Finance.** Progress has been made towards the Transforming Adult Social Services programme in Wandsworth in terms of personalised care and support. To sustain further development during 2009/10 a number of initiatives are proposed to be supported by the funding from the Social Care Reform Grant. The Social Care Reform Grant of £1,051,000 has already been consolidated in the revenue budget for 2009/10 and therefore it is necessary

to approve a positive revenue budget variation for the proposed expenditure of £455,000 in 2009/10 representing the continuation of interim capacity and performance measures.

11. **Comments of the Head of Corporate Human Resource.** The Head of Corporate Human Resources confirms that any additional temporary staffing resources required during the remainder of this financial year may be approved by the Director in accordance with the Scheme of Delegations to Officers and Proper Officer functions. Any proposals to extend these arrangements beyond 2008/09 will require formal Committee approval.
12. **Consultation.** The Staff Side have been consulted and any comments received on the staffing aspects of this report will be reported to the General Purposes Committee.
13. **Conclusion.** The proposals set out in this report will provide capacity within Adult Social Services to support the continued progress in the implementation of “personalised care” by 31st March 2011. Given the limited nature of the grant it is anticipated that as the services and business process redesign is progressed either resources will be released to provide permanent funding or the capacity will no longer be required.

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DAWN WARWICK
Director of Adult Social Services

30th December 2008

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Background papers

1. Report No. 08-313 Transforming Adult Social Care, Adult Care Services Overview & Scrutiny Committee, April 2008.
2. Report No. 08-716 Transforming Adult Social Care, Adult Care Services Overview & Scrutiny Committee, September 2008
3. Transforming Social Care LAC (DH) (2008)1.
4. “Our Health, Our Care, Our Say: a new direction for community services”. White Paper 2005.
5. “Putting People First: a shared vision and commitment to the transformation of Adult Social Care”. HMG.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council’s website (www.wandsworth.gov.uk/moderngov) unless the report was published before May 2001, in which case the committee secretary can supply it if required.