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WANDSWORTH BOROUGH COUNCIL

ADULT CARE AND HEALTH OVERVIEW AND SCRUTINY COMMITTEE
- 14TH JUNE 2012

Report by the Director of Adult Social Services on Progress with The Future,
Today Programme

SUMMARY

Paper 12-38, approved in the January 2012 cycle, set out proposals for a fundamental review of Wandsworth's resource allocation arrangements that were set up to support the implementation of personalised care. This report provides an update on the programme put in place to support this review - "The Future, Today."

"The Future, Today" programme is focused upon developing an affordable and sustainable level of services to meet the needs of Wandsworth's residents both now and in the future, recognising that the status quo is not possible as resources become more scarce and demand for services change.

The programme is made up of a number of projects:-

- A review of the resource allocation system and associated business processes
- A review of the experience to date of personalisation
- Market Development
- A review of Direct Payments
- A review of Support Planning
- Development of a Resource Directory
- Clarifying the professional role of social workers and care staff
- Implementation of mobile working

An Advisory Board, made up of service users, carers, service providers, staff, representatives of other Council departments and partners is informing the delivery of the programme.

Progress has been positive, both in terms of engagement and the delivery of change. Some of the tangible developments include a resource directory to assist staff and users in making informed choices about their care and support, the implementation of a pre-paid card to streamline transactions and

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the roll out of mobile working to improve productivity. Alongside these developments, innovative ideas for service development are being explored with users, carers and providers.

Adjustments to the resource allocation arrangements are currently being trialled and business processes are being made more efficient and effective.

In short, the foundations are being laid for a shared understanding of what can be expected from Adult Social Services in Wandsworth.

The Director of Finance comments that 'The Future, Today' programme is a series of projects about the adult social services function. The review of the Direct Payments function, the Resource Allocation Price Point and mobile working all hope to deliver savings to the council in the future which will be the subject of further reports in due course.

GLOSSARY

Direct Payments	A means of transferring financial resources to an individual, so that they can purchase their own care services to meet their assessed care needs.
The Future, Today	The fundamental review designed to develop a shared understanding of the purpose of adult social services in Wandsworth in an affordable and sustainable framework
Mobile Working	Equipping staff with equipment to allow them to complete as much of their work and recording whilst in the community, as opposed to within the office, thereby maximising the productive time spent with vulnerable adults
Personalisation	The transformation of adult social services to ensure that the individual is able to exercise choice and control over the care services they receive to meet their assessed care needs

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Personal Budget	The financial resources available to meet the assessed care needs of an individual
Resource Allocation System	The process which calculates the value of an individual's personal budget
Resource Directory	A reference tool providing information about the care providers and the specific care services they offer to Wandsworth residents
Support Planning	The process of identifying the services and providers to meet the assessed care needs of an individual
Think Local, Act Personal	A partnership of more than 30 organisations, hosted by the Social Care Institute for Excellence, to influence and develop personalisation in adult social services

Recommendations

1. This report is submitted to the Adult Care and Health Overview and Scrutiny Committee for information. No decisions are required by the Council, the Executive or the regulatory and other committees.
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. **Introduction.** Changing circumstances arising from the deficit reduction programme, the proposed Care and Support Bill announced within the Government's legislative programme, rising demand and increased expectations alongside the continued commitment to personalised care have significant implications for the future delivery of adult social services.
4. The Future, Today programme explicitly recognises the need for a fundamental review of the implementation of personalisation in Wandsworth to ensure the delivery of affordable and sustainable adult social care, as reflected within Paper 12-38 and in response to the context set out in paragraph 3.
5. **The Future, Today Programme.** The programme consists of a number of discreet projects which are being run simultaneously and together will form a clear position about what adult social services means in Wandsworth and consequently what the public can expect when they have assessed

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eligible care needs. The specific projects are set out in Table 1 in Appendix 1 along with a short contextual statement on the project.

6. **Progress to Date and Future Development.** Good progress is being made against the workstreams identified within Table 1. Specific developments against each project are reflected below.
7. **What is Social Care/Social Work?** Drawing upon national work undertaken within the Government sponsored Think Local, Act Personal programme (which is providing strategic leadership for the implementation of personalisation within adult social services) alongside local work to ensure that the statutory responsibilities of the Council and professional standards of staff are clearly stated, the outcome of this project will be a clear framework to meet the care needs of Wandsworth residents. This work is directly drawing upon the input of staff, service users and carers as well as the work undertaken by other councils and expert bodies, such as the Social Care Institute of Excellence and the College of Social Work. The role of support staff in delivering social care is also being clearly defined.
8. **Review of the Resource Allocation System.** The implementation of efficiencies within the business processes associated with the resource allocation system are being implemented, arising from a review undertaken in the last six months. It is anticipated that these will improve the “flow” of the system, meaning that the time required to assist an individual from referral/review through to the support planning stage will be quicker and more informative. In addition, further work is under way to review the way in which the indicative personal budget figure is calculated, such that individuals are able to make decisions about their care services from a more informed position about the both the resources available to them and the cost of services that could meet their assessed care needs. This work will be complemented by the work undertaken in other projects such as the review of direct payments, the development of a resource directory and the review of support planning, as well as the work being undertaken to improve finance related business processes outlined in a separate report on this agenda.
9. **Review of the Experience to Date.** Learning from the experience of implementing personalisation to date is key to all of the projects within The Future, Today programme, however one key aspect that has emerged clearly is the need to enhance the communication between the department and the public, to both raise public awareness of personalisation and what it can mean for them as an individual, carer or relative and to further develop specific information about different aspects of the adult social care “journey”. Progress has already been made with the introduction of a series of new and improved factsheets but will be enhanced further still

with the planned re-launch of the Adult Care Information Service later in 2012 and the development of a Resource Directory.

10. **Market Development.** New models of service delivery and innovation will be fundamental to making adult social services affordable and sustainable, both now and in the future. Adult Social Services has got a good record of innovation and service development, which alongside effective procurement practices, have delivered improved care outcomes for individuals however, more can and needs to be done. Innovative ideas are being identified, reviewed and, where considered affordable and sustainable, developed in relation to the delivery of personal assistance to individuals, personalised care to avoid residential care placements, increasing employment for people with disabilities, pooling of resources for groups of individuals, matching individuals to service providers, developing forums to allow the sharing of experiences, and developing quality assurance to increase individual confidence in exercising choice and control. Innovation and service development will only be put into practice once the feasibility of an idea has been tested thoroughly both in theory and, where possible or practical, in controlled pilot studies, which will ensure that the limited resources available to The Future, Today programme will be utilised effectively and to achieve the greatest effect.
11. **Review of Direct Payments.** Work has begun to review the business processes and administration that support direct payments being offered to individuals. The aim of Adult Social Services is to make this the preferred route of accessing social services in future, reflecting the national priorities set out by the Government, recognising that a direct payment clearly puts the individual in a position to make personal choices and exercise control over their care services. It is fully recognised that direct payments will not be practical or appropriate for all individuals but, by seeking to reduce the administrative responsibilities associated with the current system, via the introduction of a pre-paid card, it is envisaged that direct payments can be made more accessible and attractive to service users and carers, whilst simultaneously enhancing the management information and system controls available to the Council, thereby reducing risk for all concerned.
12. **Review of Support Planning.** This project is examining whether there is a more effective means of supporting service users to plan how to meet their assessed care needs. It will be complemented by the work to develop a resource directory, which will enhance the information available to support the choices made by individuals.
13. **Development of a Resource Directory.** Work is in train to produce a specific care service reference database, which will record details of direct services available to individuals within Wandsworth, as such it will

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complement the general information, advice and guidance provided as part of the Adult Care Information Service. As part of this work a glossary of terms is being produced, reflecting that the adult social services world is highly complex and consequently can be confusing to the public but also recognising that, to navigate successfully around this complex system, it is necessary to have appropriate language, terms and phrases to develop a shared understanding between all concerned.

14. **Implementation of Mobile Working.** A successful, small scale, pilot project was undertaken in 2011, which identified a number of benefits arising from the implementation of more mobile working, including more time for staff with vulnerable adults and more efficient recording and administration practice. There are also a number of potential risks associated with mobile working, including the loss of consistency of good practice and the potential for reduced managerial effectiveness and leadership. Plans are in train to extend the pilot project to cover a larger group of staff and teams to identify and address all potential advantages and disadvantages, such that the most effective roll-out of this approach can be undertaken, maximising productivity whilst ensuring effective team working and the maintenance of good working practices.
15. **User/Carer Consultation.** Consultation has been at the heart of The Future, Today programme, developing an Advisory Board, comprised of service users, carers, service providers, staff, other Council departments and partners, taking part in the work of the programme from the beginning, via scheduled meetings, dedicated email and social media, recognising that service improvements and developments will require cooperation and partnership working if they are to be affordable and sustainable.
16. **Comments of the Director of Finance.** 'The Future, Today' programme is a series of projects about the adult social services function. The review of the Direct Payments function, the Resource Allocation Price Point, staff ratios and mobile working all hope to deliver savings to the council in the future which will be the subject of further reports in due course.

17. **Conclusion.** The Future, Today programme has embarked upon a series of projects which are designed to establish a shared understanding about the roles and responsibilities of adult social services in Wandsworth, with the objective of developing affordable and sustainable services in conjunction with partners, which will maximise choice and control for individuals.
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Background papers

There are no background papers to this report.

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.

The government published a new Vision for Adult Social Care and a delivery programme, entitled Think Local Act Personal in November 2010. The Future, Today Programme continues the work already undertaken to implement the national agenda for adult social services, which prioritises the personalisation of care to support the exercise of independence, choice and control by individuals, thereby promoting their dignity and the achievement of agreed care outcomes that are consistent with the statutory duties of the Council.

The introduction and roll-out of Personal Budgets, whereby individuals are able to purchase care services to meet their eligible assessed needs directly, embodies this approach. The Progress Report elsewhere on this agenda (Paper 12-371) demonstrates that the Council has exceeded the target for people in receipt of a personal budget in 2011/12.

The projects included within The Future, Today programme, described below in Table 1, represent the next steps in the implementation locally of this national agenda.

Table 1 – Projects Within The Future, Today Programme

Project Title	Purpose
What is Social Care/Social Work?	Defining the purpose and responsibilities of adult social services, reflecting the personalisation of care services, the statutory responsibilities of the Council and the professional standards of staff.
Review of the Resource Allocation System	Review the efficiency and effectiveness of the way in which resources are allocated to individuals, contributing to the objectives of developing affordable and sustainable adult social services.
Review of the Experience to Date	An opportunity to learn lessons from the experience to date, of individuals, carers, providers, staff and partners
Market Development	The identification of new and innovative ideas for developing the adult social care market within Wandsworth, to contribute towards changing the status quo and delivering affordable and sustainable services now and in the future.
Review of Direct Payments	Develop the system that supports individuals to exercise their choice and control over the care services they receive, such that it becomes the default approach where appropriate.
Review of Support	Review the system for supporting individuals to

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Planning	plan for and identify services and providers that can meet their assessed care needs within the resources available in their personal budget
Development of a Resource Directory	A reference tool, providing details of specific services available from providers to ensure that individuals have knowledge and information about the choices available to them, to complement the broader general care information available within the Adult Care Information Service
Implementation of Mobile Working	To ensure that staff are able to maximise the productive time they are able to spend with vulnerable adults, by providing tools and equipment that reduces the time they need to spend in the office.