

NORTH LINCOLNSHIRE COUNCIL

**ADULT SERVICES
CABINET MEMBER**

TRANSFORMING ADULT SERVICES – PROGRESS REPORT

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 Adult Social Services began a programme of transformation prior to the publication of "Putting People First" in December 2007.
- 1.2 The service has made significant progress in the past 18 months.
- 1.3 This progress is celebrated and detailed in the accompanying plan "Fit for the Future: Transforming Adult Services. *Putting People First the North Lincolnshire Way*".
- 1.4 To seek Cabinet Member endorsement of the progress of the programme and join the Senior Management Team in celebrating this with staff and partners.
- 1.5 To seek Cabinet Member support of the strategic priorities identified by the service, as outlined in Option 1, to continue this transformation.

2. BACKGROUND INFORMATION

- 2.1 In 2006, the Adult Social Services Senior Management Team recognised that the service needed to transform to meet the growing expectations of citizens and the expected demographic growth of vulnerable adults.
- 2.2 We devised a very comprehensive project plan and adopted the title "Fit for the Future". This whole systems transformation project was launched to staff and partners in January 2007.
- 2.3 The Government published the concordat "Putting People First" in December 2007, which detailed their vision for adult social services across the country. This confirmed that the direction we had taken in Adult Social Services was the right one.

- 2.4 The plan “Fit for the Future: Transforming Adult Social Services. *Putting People First the North Lincolnshire Way*” 2007 – 2011 (please see Appendix 1) shows the progress made in detail, the highlights are
- 2.4.1 Increased our strategic capacity at senior management level.
 - 2.4.2 Agreed a governance framework for joining up our commissioning for vulnerable adults with NHS North Lincolnshire.
 - 2.4.3 Held staff, public and provider events to promote the Putting People First agenda.
 - 2.4.4 Commissioned staff and public DVDs to continue promoting this vision and to use as a tool to raise citizen expectations for their services.
 - 2.4.5 Committed us to moving our services into the Local Strategic Partnership (LSP) localities.
 - 2.4.6 Developed better communications and working together across the services through staff events.
 - 2.4.7 Developed a ‘ vision ‘ for each service area in collaboration with staff.
 - 2.4.8 Procured a card payment system to provide citizens with a much easier way to manage their individual budgets that meet audit requirements.
- 2.5 The service wishes to celebrate the success of the initial project and to ensure its continuation by updating it with strategic priorities for the coming 18 months.

3. OPTIONS FOR CONSIDERATION

Option 1

- 3.1 To continue to transform and to improve outcomes for the vulnerable adult citizens of North Lincolnshire we must now implement the next set of priorities. The Adults Service Plan set out the priorities for action which are specific elements to delivering this agenda:
- 3.1.1 Establish robust World Class Commissioning of all internal and external services, develop a strong market through effective procurement and contract management to enable choice and ensure Safeguarding is developed strategically.

3.1.2 Transform existing assessment services to create a self directed locality based support system for all eligible citizens. Ensure the promoting health and independence service integrates with the community.

3.1.3 Provide a single point of access service with specialised case management. Develop our in house service integrated with health to provide short-term interventions enabling quick recovery.

Option 2

3.5 To consider alternative priorities for the services.

4. ANALYSIS OF OPTIONS

Option 1

4.1 To implement these priorities will ensure the continued progress in improving people's life experiences.

4.2 Each priority will be led by a member of the senior management team and includes their areas of operational responsibility.

4.3 Each one will have a detailed implementation and action plan, which will then be recorded, and progress checked on the council's performance management system.

Option 2

4.4 To consider alternative priorities will detract the service from its transformational agenda which would put the service at risk of not meeting the customers requirements which in turn will impact negatively on performance.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, INFORMATION TECHNOLOGY (IT))

5.1 Financial implications – Progress has been made on achieving the agreed efficiency targets. Further reports have gone to Cabinet with details of further efficiencies expected through increased commissioning of services and implementing the self directed support model. We have yet to realise the potential implications from further integration, however, further reports will be made available for decisions when progress is made.

- 5.2 Staffing implications – Staff have been fully informed of the changes and where structural changes have occurred they have collaborated on the final structures.
- 5.3 Property implications – We hope to see further improvements by sharing space across the council and removing unnecessary barriers to our own services to improve use and efficiencies, further reports will be forthcoming.
- 5.4 IT implications – We expect the recently approved IT strategy will help us to deliver mobile working to increase service performances.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1 Statutory implications – The service continues to meet its statutory responsibilities.
- 6.2 Environmental implications – Improved IT systems and locality working will decrease the use of cars for travelling which will have a positive effect on the environment.
- 6.3 Diversity implications - A Diversity Impact Assessment has been completed.
- 6.4 Section 17 – Crime and Disorder implications – No implications.
- 6.5 Risk and other implications – Risks are associated with not responding to national guidance and meeting customer requirements.

7. OUTCOMES OF CONSULTATION

- 7.1 Staff and partners have been actively involved in developing and delivering the transformation and support it. Once endorsed by Adult Social Services Cabinet Member we intend to share this paper with staff and partners in recognition of the progress we have made.
- 7.2 Trade Unions have been consulted, involved throughout the programme and support it.

8. RECOMMENDATIONS

- 8.1 That Cabinet Member endorses the progress of the programme and joins the Senior Management Team in celebrating this with staff and partners.

- 8.2 That Cabinet Member is asked to support Option 1, that is, to continue the transformation in line with the strategic priorities identified.

SERVICE DIRECTOR ADULT SOCIAL CARE

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Background Papers used in the preparation of this report

- 1 "Fit for the Future" Report to Adult Social Services Cabinet Member 26.6.07.
- 2 "Putting People First – The future for Adult Social Services" Report to Adult Social Services Cabinet Member 30.1.08.
- 3 "Implications of the Local Government White Paper for Adult Social Care Services" Report to Cabinet Member 21.2.07.
- 4 "Fit for the Future Management Framework Project – Business Case" Internal document 4.10.07.
- 5 "Fit for the Future" Management Review Phase 2 paper. Submitted to Cabinet on 7 August 2008.
- 6 "Transforming Adult Services Grant" Report to Adult Social Services Cabinet Member and Corporate Services Cabinet Member 07.08.08

Fit for the future.



Transforming Adult Social Services.

PUTTING PEOPLE FIRST
The North Lincolnshire Way
2007-2011



1. Introduction

The purpose of this plan is to celebrate just how far North Lincolnshire Adult Services has come in transforming the services to meet citizens needs and how we intend to **continue** this transformation to deliver on the ambitions of the putting people first concordat published in December 2007.

Most importantly it shows our priorities for ensuring people have access to services that promote healthy lives and independence.

North Lincolnshire works with a range of partners, particularly those who care for others, such a family members and friends, but also those who provide services on our behalf. Our partners include the NHS and we believe very strongly that the citizen experience is enhanced when the two major public bodies work closely together.

The importance we place on supporting vulnerable citizens is firmly embedded within the Sustainable Community Strategy and this delivery strategy supports;

- Ambition 3- Individuals can see the difference and
- Ambition 4- Everyone works together for the benefit of the area.

2. Fit for the future

We are very proud of our achievements and wish to share these publicly to celebrate the successes with those involved, staff, partners and the public. The services have progressed significantly over the past two years due every ones hard work and the Fit for the Future project, which began the massive culture change required to meet the priorities and outcomes of the White Paper, Our Health Our Care Our Say.

We have restructured the service at senior and middle management levels and expect to complete the first line managers' review in May 2009. The new structure firmly demonstrates our commitment to making the vision of Putting People First a reality and places strategic commissioning and performance at the heart of **what** we do to develop the future vision for the citizens. We believe in closer to home and have placed Localities and prevention at the centre of **where** we deliver the best support to citizens, and we build upon the partnership with the NHS to ensure **when** we do provide services its in an integrated way with a re-enablement ethos. Finally recognising that the **how**, requires robust business and customer support services and focused organisational development.

The fit for the future priorities as described within our project initiation document have all been achieved, namely since 2007, we have:

- Defined a limited number of key strategic outcomes, bringing together national imperatives and locally determined priorities.
- Completed the first phase of the joint strategic needs assessment focusing on older people and people living with a long-term health condition.

- Agreed and delivered a management structure to take forward the developments of the various commissioning strategies and service priorities.
- Devised a framework for developing commissioning strategies and continuing the strategic needs assessment
 - Agreed on a standard template for commissioning strategies to aid the read across between strategies
 - Included in commissioning strategies information on how resources are to be re-directed, ideally, in terms of costed initiatives but failing that, in indicative or proportionate shifts in expenditure.
 - Provided every strategy with an implementation plan, specifying objectives, performance indicators, time scales, resource allocations and lead responsibilities
 - Set strategic priorities, which are challenging but achievable within the available resources.
 - Ensure all strategies are evidenced based and use the knowledge triangle.
- Agreed the managerial status of strategic commissioning in relation to than operational management to drive through the necessary change in organisational culture
- Decided that Learning Disability services are to be organised and managed with commissioning being separated from provision.
- Developed a robust inclusion approach to ensure real engagement with all stakeholders and NHS North Lincolnshire,
- Developed a robust work force development strategy.
- Agreed and developed a sustainability plan for the future of Fresh Start services.

Additionally to these extensive changes we have also:

- Increased our strategic capacity at senior management level.
- Agreed a governance framework for joining up our commissioning for vulnerable adults with NHS North Lincolnshire.
- Held staff, public and provider events to promote the Putting People First agenda.
- Commissioned staff and public DVD's to continue promoting this vision and to use as a tool to raise citizen expectations for their services.
- Committed us to moving our services into localities.
- Developed better communications and working together across the services through staff events, eg Brick in the Wall.
- Promoted the workforce development strategy through the ' Jigsaw event'
- Developed a ' vision ' for each service area in collaboration with staff.
- Procured a card payment system to provide citizens with a much easier way to manage their individual budgets that meet audit requirements.

3. Service based visions.

Strategic Commissioning and performance.

This service area will drive improvements in safeguarding, quality and innovation across the area, through world-class commissioning, robust performance management of services and contracts and inclusive workforce development.

Personalised locality support services

This service area will ensure the development of individual commissioning personalised support and solutions, through effective navigation and brokerage. Services such as promoting health and independence and customer support will support people to maintain their individuality and their own homes.

Access and integration

Providing an efficient customer interface and through integrated case management, re-ablement, and disability services, this service will ensure that all individuals recover quickly from life changing events, illness or injury.

The following strategic plan builds on this firm foundation, re-establishes our priorities in light of our learning and evaluation of the progress to date and ensure we deliver on the outcomes specified by 2011.

4. Strategic Priorities 2009-2011.

1. Agree a suitable formal agreement (concordat) that can be used to ensure whole scale commitment to Adult Services strategic plans from, Council, NHS, Commerce and third sector engagement.
2. Establish robust World Class Commissioning of all internal and external services, develop a strong market through effective procurement and contract management to enable choice and ensure Safeguarding is developed strategically.
3. Transform existing assessment services to create a self directed locality based support system for all eligible citizens. Ensure the promoting health and independence service integrates with the community.
4. Provide a single point of access service with specialised case management. Develop our in house service integrated with health to provide short-term interventions enabling quick recovery.

Detailed plans for each are available on the Councils' performance management system

5. Ensuring better care and support for all

Additionally to these priorities we intend to fulfil the elements specified in Putting People First(2007) by:

- Strengthening performance management, to ensure that all services are of high standard and as such self-sustaining by both council supported and private paying citizens.
- Shape and build the market to create a strong varied flexible market in adult social services.
- Make sure citizens can choose the services/ solutions they want
- &
- Invest in the workforce to increase capability to ensure people working in adult services have the skills and support they need to deliver personalised support

This will be under pinned by stronger partnership working with the Voluntary sector and the NHS.

6. The local strategic context

This delivery strategy sits within a local planning context which clearly recognises at the highest level the need to build strong sustainable communities.

The Sustainable Communities Strategy- Many Faces, One Community is the over arching plan for North Lincolnshire. It sets out how partners will work to address the economic, social and environmental needs of our communities. This strategy is based on sound evidence and extensive public consultation making sure it reflects the needs and aspirations of the people living in North Lincolnshire.

The Well Being and Health Improvement Partnership.

This is a sub partnership within the Local strategic partnership (LSP) and brings together the local statutory and voluntary sectors, alongside business and community to promote and deliver well-being and health outcomes. This partnership will be responsible for ensuring there is a well being and health strategy, joined up commissioning for vulnerable adults, ensure the strategy for healthy ageing is progressed and performance manage the relevant LAA targets.

The Local Area Agreement

The LSP has set priorities for change by signing up to a local area agreement with government office. This translates the area priorities into measurable targets, which are then stretched through partnership agreements. They promise the area and the government that we will work together to achieve palpable improvements and act as a catalyst.

The Joint Strategic Needs Assessment- Finding the future together

The first chapters of this assessment have been completed and due to the demographics it was agreed to start with the needs of older people and people with long term health conditions. Plans to develop the children's needs assessment followed by under 65 disability are in place.

The Adult Services Service plan

This shows how adult services intends to demonstrate value for money and deliver the highest standards of services to vulnerable adults. It provides the detail on management of our own staff and resources to ensure effective service delivery.

Personalisation plan

There is a specific plan written to ensure the service delivers on the personalisation element of putting people first.

Joined up Commissioning Strategies

There is also a suite of commissioning strategies, which have been developed with the support of local citizens themselves, as well as through engagement with providers the NHS and members of the public. Each will have its own detailed project implementation plans. These have been developed with and on behalf of the, Executive Strategic Commissioning Board and Citizen partnerships.

Citizen Specific Partnerships

There are four partnerships for citizens and their families who provide the expert reference groups and support to commissioning, by articulating for commissioners the visions for these specific citizen groups. They also develop their own action plans to deliver the white paper outcomes to improve the quality of life to people in North Lincolnshire

Key stakeholders

The services cannot and will not operate in isolation we value very highly robust relationships with partners such as, Citizens, Carers, staff, NHS North Lincolnshire, Providers and Voluntary agencies.

Executive Strategic Commissioning Board

This has the delegated responsibility to ensure the joining up of commissioning between the NHS and local authority and ensuring the visions as articulated by the citizen groups are delivered locally.

7. Understanding our challenges

This strategic plan has set out the vision for our services for the period 2008-2011. It demonstrates a clear awareness of what these challenges are and how prepared we are to face them and just how much we welcome these changes because they deliver on what citizens have stated they want.

This strategy WILL not only deliver the very best for the citizens of North Lincolnshire but be able to prove it as well.

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Head of Strategic Commissioning and Performance.
November 2008.