

**London Borough of Sutton
The Executive – 3rd November 2009**

Report of the Strategic Director of Adult Social Services and Housing

Transforming Social Care Progress Report

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Key Decision Report

Summary

The Transforming Social Care (TSC) programme of major change will affect all vulnerable adults and their carers accessing adult social care services. It began with the Government's paper "Putting People First" in November 2007. This outlined a new vision for adult social care to provide services that are *personalised* or tailored to suit the individual and give the individual choice and control over their support.

This paper summarises progress to date against the milestones recently circulated by ADASS, LGA and DH, as well as summarising allocation of the 2009/10 budget.

Recommendations

I recommend the Executive to:

- i) Note progress of the programme and expected achievement against milestones, and;
- ii) Note resources allocated in 2009/10 to deliver this programme.

1. Background

- 1.1 "Putting People First" provided the vision for the transformation programme, which was followed by Department of Health statutory guidance describing what should be achieved over a three year time frame. Local Authorities were allocated specific grant to support the transformation processes. Sutton's Transforming Social Care (TSC) Programme was established 18 months ago to deliver a personalised social care system with greater focus on prevention, promoting independence, wellbeing, choice and control. In Sutton there are approximately four thousand residents who will be affected by these changes.
- 1.2 The key objectives include: universal information and advice services accessible to all vulnerable adults and carers; personal budgets for all vulnerable adults eligible for Local Authority funded social care; and a range of preventative services. Through achieving these objectives, support is tailored or *personalised* for each individual, who is encouraged to be as independent and in control of their lives as they wish. This requires significant changes in the way in which adult social care services are organised, building on a range of modernisation projects already underway in Sutton.

- 1.3 Achieving these objectives means working across boundaries, in “co-production” with partners in other parts of the Council, the Health Service, the Voluntary and Independent Sector and most importantly with citizens and their carers. It also means changing processes, structures and systems, as well as organisational culture, work roles and relationships, to support this new agenda and achieve the desired outcomes. As a result of these changes, individual service users will be able to have more choice of support and control over how they are supported.
- 1.4 The introduction of personal budgets requires changes to assessment, resource allocation and care management processes. However, these changes will be consistent with statutory duties of Community Care and agreed Sutton policies, for example regarding Fair Access to Care Services.
- 1.5 The objectives of the Transforming Social Care programme also contribute significantly to achieving a ‘Smarter Sutton’, for example in terms of personalised services, behaviour change and efficiencies.

2. Programme Update

- 2.1 In September 2009, the Association of Directors of Adult Social Services (ADASS), the Local Government Association (LGA) and the Department of Health (DH) published a set of key priority areas which each Local Authority will be measured against to assess progress in delivering the Transforming Social Care agenda. This built on previous statutory guidance.
- 2.2 Work already completed as part of the TSC programme has delivered some of the milestones outlined for delivery by April 2010. A set of key deliverables for the next 6 months have been identified from the programme plan to achieve the remaining milestones that need to be achieved by April 2010 (Appendix A).
- 2.3 These key deliverables can be grouped as follows:
 - Implementation of Information Technology changes;
 - Development and implementation of new ‘tools’ including self assessment, risk assessment, support plan and a resource allocation system;
 - Communication to stakeholders, service users and carers;
 - Review of commissioning strategies and agreeing TSC commissioning intentions;
 - Continued delivery of culture change; and
 - Proposals for restructuring of Adult Social Care workforce.
- 2.4 The programme overall status is currently Amber, due to slippage arising from several vacant posts in the programme team during the summer, which have now been filled. The risks and issues are being mitigated and progress is expected to pick up now the programme is fully resourced.

3. Financial Implications

- 3.1 The Transforming Social Care Programme is funded by the Social Care Reform Grant and by an earmarked provision of £500k. The Council has received an allocation of ring fenced Social Care Reform Grant for the period 2008/09 - 2010/11 (£253,000 in 2008/09; £589,000 in 2009/10 and £725,000 in 2010/11). The grant funding must be used to support the transformation process in adult social services.

The provision was created in 2008/09 in recognition of the likely need for expenditure on the programme in excess of the grant funding.

3.2 For 2009/10 expenditure commitments to date total £892.5k, broken down as follows:

- Staffing costs £570k;
- Implementation of IT systems £200k;
- Membership of In Control and Research In Practice for Adults (RIPFA) to help deliver culture change and provide learning from current national approaches to implementing TSC, £20.5k;
- Communication, consultation, engagement and training £102k.

3.3 The grant available in 2009/10, including £88k carried forward from 2008/09, is £676,767. In the light of forecast ASSH Revenue underspends in 2009/10 the balance of £216k could be funded from the ASSH Revenue allocation, although the option of funding from the reserve is available if required.

3.4 An important part of the work of the Programme will be to ensure that the costs of the new service model can be afforded within available resources. As the process for allocating individual budgets (the Resource Allocation System, RAS) is developed, we will model the impact on the overall budget. Updates on the progress of this work will be provided in subsequent reports to the Executive.

4. Influence of the Council's Core Values

4.1 Transforming Social Care will deliver outcomes consistent with Sutton's core values. Transforming Social Care will deliver services that are fit for the future, giving individuals who have rising expectations greater choice and control to support them to "Take part and take pride". Self Directed Support requires that individuals are fully involved in assessing their needs and in decision-making in which, as far as possible, they take the lead. In order for choice to be meaningful, information must be accessible to all sectors of the community and services need to be available to meet diverse needs. Working in partnership, the new system will require that the system works across departments within the Council and with partners in Sutton, and that services are delivered by a range of providers within a thriving social care market. This transformation must be achieved within the resources already available to the Council therefore it must be financially sustainable, cost effective, and efficient.

5. Equality Impact Assessment

5.1 An EDIA has been undertaken as part of the Programme and was presented in previous reports.

6. Background Papers

"Putting People First: A shared vision and commitment to the transformation of social care." HM Government December 2007

LAC (DH)(2008)1: "Transforming social care" January 2008

LAC (DH)(2009)1: "Transforming social care" February 2009

"Evaluation of the Individual Budgets Pilot Programme" October 2008 IBSEN

<http://www.dh.gov.uk/en/SocialCare/Socialcarereform/Personalisation/index.htm>

Transforming Social Care Progress Report to the Executive 16th December 2008

Appendix A**Progress and Actions against milestones due for delivery by April 2010**

	Milestones	Timescales	Programme Action
Effective partnerships with People using services, carers and other local citizens	That a communication has been made to the public including all current service users and to all local stakeholders about the transformation agenda and its benefits for them.	April 2010	Article in edition of Sutton Scene setting out the TSC agenda and its benefits. A 'Transforming Lives' event is taking place on 10 th November 09. This event is open to the Sutton community and will inform people of how adult social care is changing in Sutton.
	That the move to personal budgets is well understood and that local service users are contributing to the development of local practice.	Dec 2010	Workshops were held in August 09, with stakeholders, user, carers and staff to provide an overview of the link between self assessment and personal budgets. These workshops identified the priority areas that money should be allocated to. The 'Transforming Lives' workshop on the 10 th November 09 will outline what personal budgets are and how they can be used.
	That users and carers are involved with and regularly consulted about the councils plans for transformation of adult social care.	April 2010	A Stakeholder Reference group was set up in January 08 and meets every 2 months. The TSC communication and engagement plan, signed off by the Stakeholder Reference group in July 09, sets out the involvement of users and carers through out the programme.
Self-directed support and personal budgets	That every council has introduced personal budgets, which are being used by existing or new service users/ carers.	April 2010	Personal budgets are planned for limited rollout at the end of January 2010 along with support planning. Transition charging guidance is being developed in November 2009 to support personal budgets. Implementation of new IT to support the implementation of the personal budgets is planned for completion at beginning of January 2010.
Prevention and cost effective services	That every council has a clear strategy, jointly with health, for how it will shift some investment from reactive provision towards preventative and enabling/ rehabilitative interventions for 2010/11. Agreements should be in place with health to share the risks and benefits to the 'whole system'.	April 2010	The Older People and Learning Disabilities joint commissioning strategies set out how the service areas will shift from reactive provision towards prevention and enabling/rehabilitative interventions. The new Mental Health and Physical Disabilities joint commissioning strategies are under development and cover this shift as well.

	Milestones	Timescales	Programme Action
Information and Advice	That every council has a strategy in place to create universal information and advice services.	April 2010	A universal information and advice service strategy is being developed, due for completion in December 2009.
Local commissioning	That councils and PCTs have commissioning strategies that address the future needs of their local population and have been subject to development with all stakeholders especially service users and carers; providers and third sector organisations in their areas.	April 2010	Commissioning strategies are being reviewed and initial TSC commissioning intentions will be agreed in November 2009. A provider conference on 24 th November 2009, will discuss the future commissioning intentions, with wider consultation taking place during the remainder of 2009/10.
	These commissioning strategies take account of the priorities identified through their Joint Strategic Needs Assessments (JSNAs).	April 2010	All current commissioning strategies take account of priorities identified through their JSNAs.