

RESHAPING ADULT SOCIAL CARE

Purpose of Report

1. In September 2015, the Committee decided to bring forward their consideration of the work underway to reshape Adult Social Care services in Cardiff, in recognition of the pace of change and a wish for Members to be kept informed of progress. This report provides an overview of the scope of the scrutiny, background information, and details of the structure of the meeting.

Scope of Scrutiny

2. The scope of the scrutiny at this meeting is:
 - i) To consider the findings of an independent review of Adult Social Care services in Cardiff.
 - ii) To scrutinise the proposals for reshaping Adult Social Care services in Cardiff, arising from the Director of Social Services and from the Reshaping Services for Vulnerable Adults Organisational Development programme.
 - iii) To provide observations, comments and recommendations to the Cabinet Member and officers following deliberation of the above.

Meeting Structure

3. The meeting is structured as follows:
 - i) A statement from Councillor Elsmore, Cabinet Member Health, Housing and Well-Being;
 - ii) Cardiff Third Sector Council will ask two questions relating to Reshaping Adult Social Care, that has been agreed by the Chair, as part of the pilot of public questions at scrutiny;
 - iii) Cabinet Member to respond to third sector questions;
 - iv) A presentation from Andrew Cozens, an independent expert, detailing the findings of his review of Adult Social Care services in Cardiff;
 - v) An update from Tony Young, Director of Social Services, on his views regarding reshaping Adult Social Care;

vi) A presentation from Sarah McGill, Director of Communities, Housing and Customer Services, on work underway as part of the Organisational Development programme, with regard to Adult Services.

4. Members will have an opportunity to ask questions at all stages of the above.

Corporate Plan 2015/17

5. The Council's Corporate Plan 2015-17 contains the following priorities and improvement objectives that are relevant to the reshaping of Adult Social Care:

- Supporting People in Vulnerable Situations
 - o People in Cardiff are Supported to Live Independently
- Working with people and partners to design and deliver services
 - o Deliver a new Customer Relationship Management (CRM) model that improves customer services and drives down costs, implementing the first phase by December 2015.

Director of Social Services Annual Report 2014/15

6. The Director of Social Services Annual Report 2014/15 was received at Council on 24th September 2015. This included Areas for Development for 2015/16, of which the following are particularly relevant to this scrutiny:

- Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention, to promote their dignity.
- Client Record System (CareFirst) improvements.
- Work with UHB partners on developing a 'Discharge to Assess' model, through enhancement of the Community Resource Team, with an emphasis on the individual's usual place of residence being the optimum environment in which to complete their integrated assessment, thus improving outcomes and reducing Delayed Transfers of Care.
- Carry out a review of Day Services that delivers a sustainable service that meets the needs of users.
- Increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff residents.

Organisational Development Programme

7. In May 2014 Cabinet agreed an Organisational Development (OD) Programme, which was realigned in July 2015. This set out a new Target Operating Model (TOM) for the Council, which splits services into either Universal or Gateway services, and is underpinned by a Customer Relationship Management (CRM) system. A diagramme illustrating this is provided at **Appendix A**.

8. The OD Programme now consists of two main portfolios: Reshaping Services; and Enabling & Commissioning. The Reshaping Services portfolio has a programme entitled 'Services for Vulnerable Adults', which *'will focus on demand management and service redesign in relation to assessment & care management, hospital discharge, service gateway, self-service, accommodation and deployment of mobile and scheduling technology across health & social care services. The programme will also analyse further opportunities, such as brokerage and back office improvements, delivering changes accordingly.'*¹

9. The Services for Vulnerable Adults Programme has the following key strategic milestones:
2015/16 - Quarter 2
 - First Point of Contact live for Council services
 - Mobile working and scheduling in reablement: User acceptance testing and DRS training complete, transition planning complete
 - Proof of Concept for agile working complete2015/16 - Quarter 3
 - First Point of Contact integration with Health services
 - Mobile Working & Scheduling in Reablement: Go Live roll out and embedding
 - Results of housing Market Assessment for older people available
 - Day Opportunities Strategy2015/16 - Quarter 4
 - CareFirst improvements delivered (including data cleansing and CareFinance)
 - Mobile Working & Scheduling in Reablement: Go Live roll out and embedding

¹ Point 17, 'An update on Organisational Development Programme', report to Cabinet 16 July 2015

- Agile working project phase implementation to enable vacation of social care staff from Global Link

2016/17 - Quarter 1

- First Point of Contact integration with Vale of Glamorgan

2016/17 - Quarter 2

- Agile working project fully deployed.

10. Further details on the above will be provided at the meeting by Sarah McGill, Director of Communities, Housing and Customer Services, as part of her presentation.

Way Forward

11. At this meeting, Members of the Community and Adult Services Scrutiny Committee will have an opportunity to consider the work underway to reshape Adult Social Care services in Cardiff.

12. Councillor Susan Elsmore (Cabinet Member, Housing, Health and Well Being) will be invited to give a statement. The Cardiff Third Sector Council will ask their two questions relating to Reshaping Adult Social Care that have been agreed by the Chair, as part of the pilot of public questions at scrutiny; Members will be pleased to hear the questions and will invite the Cabinet Member to respond.

13. Andrew Cozens, an independent expert, will give a presentation detailing the findings of his review of Adult Social Care services in Cardiff; this will be followed by an update from Tony Young, Director of Social Services, on his views regarding reshaping Adult Social Care.

14. Sarah McGill (Director of Communities, Housing and Customer Services), Jane Thomas (Assistant Director, Communities and Housing), and Amanda Phillips (Interim Assistant Director, Adult Services) will give a presentation to Members on work underway as part of the Organisational Development programme, with regard to Adult Services.

Legal Implications

15. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not making policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

16. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications

RECOMMENDATIONS

The Committee is recommended to:

- i) Consider the information presented in this report, its appendices and the information presented at the meeting, and
- ii) Determine any comments, observations or recommendations to the Cabinet.

MARIE ROSENTHAL

Director of Governance and Legal Services

29 October 2015