
Meeting of the Executive Members for Housing
and Adult Social Services and Advisory Panel

2 June 2008

Report of the Head of Corporate Services

Social Care Reform Grant

Summary

1. The report introduces the recent policy paper 'Putting People First' from the Department of Health, and sets out plans for the use of a new Social Care Reform Grant. The Executive Member is asked to note the importance of this policy agenda and to agree the plans it contains for the use of the Social Care Reform Grant for 2008-09.

Background

2. The Government is providing funding for the coming three years to support the transformation of social care for all customer groups, through the Social Care Reform Grant. York will receive £245k in 2008/9, £573k in 2009/10 and £709 in 2010/11: a total of £1.527m.
3. Guidance within Putting People First, and on the use of the grant, is clear: that transformation will deliver the personalisation of services, and a focus on early intervention and prevention, in line with the White paper, 'Our health our care our say'. By 2011 we will need to demonstrate the following:
 - A move from crisis to early intervention; a more holistic proactive and preventative model centred on improved well being.
 - Balanced investment in prevention, early intervention/reablement and intensive support. Incentives to promote dignity, choice and control.
 - Third /independent sector innovation, including social enterprise supported jointly with NHS
 - Joined up information and advice; One Stop Shop model, with advocacy and support services available
 - Needs assessments joined up, with greater emphasis on self assessments. Social workers spending less time on assessment, and more on support, brokerage and advocacy.
 - Person centred planning and self directed support to become mainstream. Routine access to telecare.
 - Simple personal budget system – choice and control to users. Increase in direct payment uptake

- Family members and carers are care partners with training to develop skills and confidence
 - Access to advocacy, peer support and brokerage systems. Development of user led organisations where these do not exist locally
 - Risk boards and corporate approaches to support individual choice within safeguarding arrangements. Champions – volunteers and professionals promoting dignity in local care services
 - Active links to local and regional personalisation network – info advice and support.
 - Systems to capture input/outputs and outcomes for individuals to support quality assurance
4. Implicit in the concept of transformation is the expectation that, as well as investment, the next three years will need to see changes to current services. Some disinvestment will be required to allow reinvestment and sustainability of any new services and approaches.
 5. Members were invited to attend a Briefing Session in 2007 regarding the introduction of personalised services within the Learning Disability services, through the In Control Project. This project continues to operate and deliver more choice and control to some of our customers. It will provide us with useful learning for the introduction of personalisation across all customer groups, but transformation across the whole system will need careful planning, project management and good engagement with all stakeholders including customers, staff and our providers.
 6. Change will need to be delivered in partnership with health colleagues to ensure integrated services, and joined up processes.

Consultation

7. The principles and proposed investment for 2008/9 have been discussed with the Older People's Partnership Board (OPP), and will be discussed with the Valuing People's Partnership Board (VPPB) at their next meeting.
8. The OPP expressed a wish to see the priorities for action more clearly defined, and expressed in terms of what will be different by the end of the three year grant funding. It is planned that the greater clarity that has been requested will be reached through the design and sharing of the vision for transformed services during the first year of the grant expenditure.
9. There was a broad welcome for the changes that are required, and a desire to ensure that the approach and language used within the change programme should enable older people to be involved in shaping and improving services.
10. The proposals contained within this report have been shared with the Primary Care Trust.

Options

11. To note the priorities for action to deliver the transformational change that Government requires
12. To note the proposed principles for use of the grant to deliver these priorities
13. To note the proposed investment plan for the grant for 2008/9
14. To receive further reports on the delivery of personalisation and early intervention, once the impact on current service delivery models is clear.

Analysis

Priorities

15. Having considered the requirements that need to be in place by 2011, the following areas are considered to be the priorities for action.
16. Developing and sharing a vision of how services will be delivered in a transformed model We have begun to develop new assessment models and a resource allocation system within Learning Disability Services, and a number of customers now have 'Individual Service Funds' which allow them to choose how the support they have is used. We need to agree with staff, customers and stakeholders how this will be extended to other customer groups: older people, people with mental health needs, people with a physical or sensory impairment, and we need to agree what this will mean for our current arrangements to assess and provide services.
17. Extending the support available to those whose care is not funded by the Council The need to ensure that all people are able to exercise informed choices about their care and support regardless of whether they are eligible for social care services funded by the council.
18. Development of our public information systems in partnership with all sectors. We have some useful guides available within York, and a number of organisations providing information and advice but we do not have a 'one stop shop' approach.
19. Capacity building in third sector, and user led organisations, including advocacy services. We have some excellent voluntary organisations in the City but to ensure that early intervention and prevention is mainstreamed, we need to ensure these work strategically together, and are supported, and sustainable.
20. Pump priming for new services such as practical support, preventative services, and help for people to access a different range of support and activities.
21. Skill development to enable staff to deliver self assessment, brokerage and advocacy and to deliver new generic health/care workers.

22. Capacity to support market development and change in service models and to increase customer involvement. As personalisation develops services will need to change and adapt to customers requirements. We need to ensure we understand these and help providers respond by providing clear information and advice.
23. Capacity to manage the changes. Transformational change will bring challenges, and we will need to be able to support the change and to keep partners and stakeholders involved.

Principles

24. It is proposed that the following will be used as the principles for agreeing use of the grant:
- Projects will need to demonstrate that they will deliver one or more of the outcomes described by the Government guidance and summarised above
 - In the first year funding should be used to plan and begin to deliver the deliver cultural shift that transformation will require, both within our own organisation and within our partner organisations
 - This funding should be considered alongside our mainstream funding, to ensure we maximise use of resources and produce sustainable change
 - Those areas where activity is already planned and resources are available should not have first call on this grant
 - Proposals to demonstrate whether and how partner organisations will be working with us to deliver transformational change
 - Proposals should either be supported by an outline project plan, or by an outline specification for the services that would be secured by the funding. These should include an analysis of the Equality issues in the proposal, and the engagement arrangements for staff and other stakeholders.
 - Proposals could include support to enable decommissioning of current services to allow reinvestment in new, transformed services
 - There should be a clear exit strategy, or an indication of how the service or activity can be sustained beyond the three years of the grant.

Proposed investment areas for 2008/9

25. It is proposed that the funding in the first year be used to support the following:
- Culture change - £15k
 - i.* Designing a shared vision for the new personalised and preventive system
 - ii.* Understanding the skill changes for our own workforce and our providers and partners
 - iii.* Design and delivery of training for new skills
 - Capacity building - £120K
 - i.* Support for capacity building in the third sector and user led organisations
 - ii.* Development of customer information with partners
 - iii.* Extending CYC commissioning capacity to support service development and quality assurance
 - iv.* Management capacity with CYC to deliver change

- Collaboration - £17k
 - i. Support for improving customer engagement
 - ii. Contribution to regional SCRG initiatives
 - iii. Membership costs for networking organisations around personalisation
- New services - £90k
 - i. Community Bridge Builder posts to support people with disabilities access mainstream community activities
 - ii. Start up costs for prevention services, eg Case finding and signposting for vulnerable older people

Total - £242k

26. More detailed plans will be developed during Year 1, for the use of the grant in 2009/10 and 2010/11, as a vision of how the transformed services will look is developed and shared. Broadly however it is planned that in year 2 and 3 many of the strands of investment will continue. There should be no need for further funding for design of a shared vision.

27. Funding will however be required

- to enable the remodelling of current budgets and develop individual budgets and processes;
- there may be potential set up costs for co-location for services;
- a need to develop a common assessment framework and
- to pump prime additional new prevention services.

Corporate Priorities

28. The changes required will help to 'Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest'

Implications

29. **Financial** The proposed investment areas outlined in paragraph 24 are within the 2008/09 grant allocation of £245k. The Social Care Reform grant is a new ring fenced grant that can only be spent on Social Services and in ways that achieve the outcomes identified in the body of this report. No funding is expected beyond 2010/11 and as such the grant must be spent in accordance with the principles outlined in paragraph 23 to avoid any increase in costs that are not affordable within the council's current base budget. Expenditure against the grant will be monitored and any variations that require it will be reported to members in line with the financial regulations.

30. **Human Resources (HR)** Transformational change is likely to bring about some significant changes to the staffing requirements within the Department. These are not yet fully understood, and the development of the vision will need to address this. Where changes do need to be made these will be undertaken within the framework of the Council's HR Change management policies and procedures
31. There will be significant training requirements to ensure staff are skilled to provide the new models of service delivery and support. This is allowed for within the proposals for use of the grant.
32. Additional capacity to manage the change will require the establishment of new posts.
33. **Equalities** Personalisation and choice will give our customers more choice about how their needs are met. This should help to ensure issues relating to all six equality strands are better addressed for individuals.
34. Plans for projects delivering change will be required to include a review of the equality impact of the changes, as part of the project.
35. **Legal** There are no legal implications
36. **Crime and Disorder** There are no crime and disorder implications
37. **Information Technology** There will be IT implications to the delivery of personalised assessments and care provision. These will need to be developed in partnership with our current IT system provider, and should be covered through the support and maintenance agreement we have. There will be an impact on the work plans of the Department's IT support team and potential conflict of priorities depending on the timing on when the work needs to be undertaken.
38. **Property** There are no immediate property implications. However if services are to change substantially this may have some property implications. This will be considered as the vision is developed
39. **Other** There are no other implications within the Council, but the delivery of transformational change will impact on our partners in health and the voluntary sector, and on our providers.

Risk Management

40. The allocation of the grant brings few risks, although the delivery of the transformational change will bring new risks. Key risks will be:
- failure to deliver strategic objectives,
 - impact on staff
 - failure to develop new systems and processes to deliver personalisation
 - failure to sustain new services if current services are not changed

- failure to deliver new services if providers and voluntary sector are not supported to deliver them
- opposition from customers and carers if they do not understand the reason for changes and the benefits they will bring
- Competing demand for common resources from other change projects

41. All of these risks will be addressed through the effective use of the Social Care Reform Grant, and through ensuring that there is adequate capacity to deliver change. This judgement assumes that savings released can be reinvested within the transformed service model to ensure sustainable change.

42. The risks associated with the recommendations of this report are assessed at a net level of below 16

Recommendations

The Executive Member is asked to approve all four recommendations:

- 1) To note the priorities for action to deliver the transformational change that Government requires
- 2) To note the proposed principles for use of the grant to deliver these priorities
- 3) To note the proposed investment plan for the grant for 2008/9
- 4) To receive further reports on the delivery of personalisation and early intervention, once the impact on current service delivery models is clear.

Reason: This will ensure that the Social Care Grant can be effectively used to meet the challenges that transformational change will bring, and support the delivery of personalisation of services and early intervention.

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Report Approved Date 19th May 2008

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Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

Putting People First: A shared vision and commitment to the transformation of Adult Social Care (Dh 2008)