

Report of the Cabinet Member for Finance and Performance

‘Rewiring Public Services – Further Engagement on Adult Social Care and Place Based Services

1. Background

- 1.1. Cabinet established the Rewiring Public Services programme in February and has received progress reports in July and October. These are attached as background papers.
- 1.2. Good progress is being made across the Programme. For Children’s Services, Cabinet agreed two of the three proposals made in October and these projects are moving towards implementation. The Business Consolidation & Efficiency strand is in the delivery phase and is expected to achieve savings in line with the forecast previously reported of £750k (34% reduction in the cost of the service).
- 1.3. We are working with staff, partners and service users to revisit the Castlegate proposals.
- 1.4. Work to give residents greater choice and ease of access to council services is progressing quickly. We are close to appointing a preferred supplier to design and deliver our CRM/My Account system and have been working with residents and partners to design a new website. These systems will enable the council to provide a wide range of online services through a fit for purpose website.
- 1.5. As a result of what has been learnt through the programme’s engagement activity, we have produced new guidance for all staff on how they should approach engagement. Revised training sessions and lunchtime events have been available since the beginning of the year for all staff and partners, aimed at skilling people to work with communities.
- 1.6. With regards to supporting staff and developing the skills we need to transform our services, work has been continuing in a

number of areas. The focus has been on skills development with a particular emphasis on commercial skills for those involved in traded services. In addition, we have developed a programme of events over the next 12 months, beginning in January, to involve senior managers in designing transformation and to build collective leadership.

- 1.7. The Rewiring Communications marketing plan is driving three different campaign ideas. The initiatives will help to raise awareness and participation and create interest in transformation of council services.
- 1.8. This particular report focuses on updating Cabinet on the proposals for Adult Social Care and the transformation of Place Based Services. Both service areas need significant reform to deliver the outcomes residents want and to operate within the funding that the council has available.

2. Our engagement with York's community

- 2.1. Since July, officers have engaged with residents, partners and businesses to learn what was important to them. This has been an extension of work that we have done for some years. But in particular we have worked to determine the types of outcomes and services that they anticipate requiring in the future. We have also discussed the reductions in council funding to determine what residents' priorities are.

Messages from our residents about Adult Social Care

- 2.2. Looking specifically at the feedback around Adult Social Care, some consistent themes have emerged;
 - Residents tell us that they want to live active and healthy lifestyles and don't relish the thought of accessing adult social care services. Therefore they want to see much more being done to prevent the need for services in older age particularly around the promotion of healthy diet and reduced consumption of alcohol.
 - Residents tell us that if they need services in older age, they want these delivering in their own homes or in a community setting. Residents felt very strongly about the need for more choice and dignity in the way that end of life care was provided and consistently said that these services should be provided in the home.

- Signposting, advice and guidance needs to be more effective. Specifically residents said that the agencies involved in health and adult social care services needed to join up more and provide greater awareness of local support and facilities to allow residents to access support. Residents recognised that the council should be supporting the provision of more community support.
- Provision of quality services for disabled people. Alongside this, residents and service users in particular expressed how important it was that transition services were provided for young people as they become adults.
- There needed to be more consistency across the delivery of services. Residents said that services needed to be of the right standard and quality and that individuals should have more say in how their money is spent.

Messages from our residents about Place Based Services

2.3. In relation to Place Based Services, residents have already told us that waste and recycling are important to them. Residents recognise that they have a part to play in keeping the City clean and tidy and a role in the City's sustainability through recycling. In addition, the following themes emerged from discussions with residents, communities, businesses and our partners.

- Some areas of the City have a very strong community capacity and willingness to be involved whilst others are not as strong;
- Communications need to be improved such as:
 - access to information;
 - more accessible channels to feedback and communicate with other community groups, the council and partners;
 - discussion with residents about changes to traditional services such as grass cutting and green waste; and
 - support and training for people in the community to work with us.
- Greater support for volunteer organisations to sustain a strong core of volunteers and develop the service offering;

- Communities want better access to the Council's (and its partners') assets and resources. They want the Council to support and enable community groups to develop rather than act as a gatekeeper. They also want influential community members such as 'Community Wardens' to be encouraged to network and share knowledge.
- 2.4. Overall the community engagement activity has given valuable insight into what is important to residents and communities and this has influenced the way in which the work programme is being taken forward. It is important to stress that our engagement is not a one-off campaign; rather it is our new approach to ensure the Council puts residents at the heart of everything we do.

3. How we intend to take this work forward

- 3.1. The feedback we have received from residents, staff, elected members and partners prompts a significant rethink about the way that the Council and its partners deliver services, particularly in Adult Social Care. Given the significant transformation that these service areas need to deliver the outcomes residents want (within the funding that the Council has available); there are many choices about how this is done. Officers have numerous ideas and proposals based on the feedback we have received and we want to discuss these in more detail with residents before they are presented to Cabinet. There are challenging and difficult choices to make and these need to be discussed in more detail.

4. Adult Social Care.

- 4.1. The direction of travel for Adult Social Care is one that inevitably sees the Council working with the CCG, Acute Trust, Voluntary Sector and community groups to deliver strong city wide health and wellbeing outcomes for residents. This journey has already commenced and the council has been working hard with the CCG on the Better Care Fund in particular. The immediate priority for the Council will be to move towards a model where it jointly commissions outcomes for its service users. This will mean bringing together CCG and CYC budgets to jointly prioritise and commission in line with York's needs. The council will concentrate on its future role as a joint commissioner of services and for provision of safeguarding

services. With a wider range of provider services in the city there will be a reduction in the amount of direct service delivery that the council undertakes.

- 4.2. For those in receipt of financial support, we wish to see residents have increasing control over how their personal budgets are spent and the council will shift its emphasis to ensuring that there is a choice of quality services for residents to access.
- 4.3. Residents are clear that they want to see joined up information sharing and service provision across health and adult social care services. They don't want to navigate through all the different organisations involved. We recognise the need to join up services and the most effective way of doing this, is to begin to integrate functions under the governance of the Health & Wellbeing Board. Work is already on-going to consider how Reablement and Hospital Discharge processes and services can be improved through more collaboration.
- 4.4. Given our objectives for Adult Social Care, we have created six projects. We intend, with Cabinet's approval to work with residents and partners with a view to confirming the scope of these projects and specifically their deliverables and savings over the next few weeks. Each of them has a range of choices and options and we will consult to refine them down to those that residents and partners consider the most effective. We then propose to ask Cabinet to approve a detailed programme of transformation for our Health and Wellbeing Services.
- 4.5. Broadly, the programme will consist of six initial projects:

Project

New Operating Model for Adult Social Care

Carers Service

Joint Commissioning with the CCG

Elderly People's Homes (EPH)

Key Workers

Mental Health Services and Voluntary Sector

Capacity

- 4.6. We currently estimate that costs can be reduced across adult social care by £1.3m. These savings relate to improved commissioning and realignment of staffing. These estimates will be refined through the budget process. They will also be informed by consultation with partners and service users.
- 4.7. Annex 1 sets out in more detail our proposals for the transformation of Adult Social Care.

5. Place Based Services

- 5.1. In July, Place Based Services were set a target of £931k in 2015/16 and £750k in 2016/17. The transformation programme is challenged to reduce the cost of Place Based Services by around £2m pa. The current cost of these services is £18m. It is thought that this can be achieved in the medium term (1 – 2 years) and will mean creating new structures and organisational models to deliver services. We will consider all possible partnerships to deliver the outcomes that the city wants.
- 5.2. Annex 2 provides summary details of the proposed transformation of Place Based Services.
- 5.3. The conclusions reached are that services could be redesigned to create a more environmentally sustainable approach services and reduce cost. It is also clear that residents are keen to their bit to keep the city clean and to recycle but they want the council to make it easier for them to do so.
- 5.4. We will bring forward medium to long term ambitions around Renewable energy, energy usage and management of carbon and other emissions. We want to explore models that will increase our overall reuse of material. This includes “freecycling” platforms (to enable exchange of unwanted items) and other reuse schemes. We also aim to extend the recyclable material collected at the kerbside and make the collection of recyclable material as cost effective and efficient as possible. Residents tell us how important it is for them to live in an environmentally sustainable city but they also need the council to work in a way that allows them to help achieve this.

- 5.5. The Place Based Services annex considers a range of options to meet operational costs through a blend of council budgets and fees/charges. During the next phases of consultation we will talk to residents about the impact of those models.
- 5.6. These are complex services and we do not wish to deal with them on an individual basis. We will consult with residents on the totality of Place Based Services that could be made available and the range and options for provision and where appropriate pricing.

6. Implications

- 6.1. It should be noted that all of the Transformation projects will have significant implications in terms of Financial, Procurement, Legal, ICT, and HR support.
- 6.2. The programme is dependant upon a significant input from these areas of expertise. The issues, and options, within the programme potentially involve major new procurement activity, major systems change, fundamental changes in delivery method, and major staff changes.
- 6.3. Ensuring the capacity and skills needed to support the Rewiring programme (alongside major other savings not within the transformation programme and many other major projects), will present a significant challenge.

Financial – Individual projects will develop further detail throughout the engagement period and the resulting revised options and business cases will have financial implications. These proposals will be considered by Cabinet in March 2015 alongside the 2015/16 budget. Individual proposals also may create procurement events e.g. implementation of digital channel;

Human Resources (HR) – The report acknowledges that during the implementation of proposals, there will be an impact on council resources. The report also identifies that an Organisational Development Programme will be created;

Equalities – The actions in this report further the Council's commitment to equalities;

Legal – A number of the proposals within this report will lead to different delivery arrangements for some existing council services. Legal expertise and advice will be sought accordingly;

Crime and Disorder – None;

Information Technology (IT) – The Re-wiring Public Services will depend on ICT services to support a new phase of on-line services.

Property – It is likely that changes will be made to the Council's asset base as a result of the rewiring programme. Property colleagues will be consulted as appropriate.

Other – None.

7. Recommendations

Cabinet are asked to agree:

- the proposed scope of the Adult Social Care reform Annex 1;
- the proposed scope of Place Based Services transformation Annex 2;
- to a period of engagement with residents, service users, partners and other key stakeholders about specific Adult Social Care and Place Based Services outcomes

Reason: In order to deliver the outcomes requested by residents and provide the required reforms in Adult Social Care and Place Based Services and operate within available budgets.

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Specialist Implications Officer(s)			
Wards Affected: All			√
For further information please contact the authors of the report			

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Background Papers:

[July 2013 Annual Performance Report](#)
[Peer Review Letter](#)
[Response to Peer Review](#)
[LGA Summary Document of Rewiring Public Services](#)
 Better Care Fund Application

Annexes

Annex 1 – Adult Social Care Transformation

Annex 2 – Place Based Services Transformation

Glossary of Abbreviations used in the report:

CMT – Corporate Management Team

EPH's – Elderly Peoples Homes

SME's – Small and Medium Enterprises

CCG – Clinical Commissioning Group

CRAM - Capital Resource Allocation Model

ICT – Information and Communications Technology

HR – Human Resources

HWRC – Household Waste Recycling Centre

GP – General Practitioner