

**By:** **Graham Gibbens, Cabinet Member for Adult Social Care and Public Health**  
**Andrew Ireland, Corporate Director, Families and Social Care**

**To:** **Cabinet – 14 May 2012**

**Subject:** **Adult Social Care Transformation Programme**

**Classification:** **Unrestricted**

**Summary:** This report and the attached Adult Social Care Transformation Programme Blueprint and Preparation Plan set out the Families and Social Care directorate's initial approach to the longer-term transformation of adult social care.

To achieve genuine service transformation which delivers better outcomes for less, we must take a sensible and intelligent approach which delivers a sustainable, improved service. Therefore this paper seeks to advise Members on our proposals for the first stage – while setting out timescales for final proposals.

**Recommendations:** Cabinet is asked to:

CONSIDER the comments on the Programme and recommendations of the 10 May Social Care & Public Health Cabinet Committee.

AGREE the Adult Social Care Transformation Programme Blueprint and Preparation Plan.

## **1. Introduction**

(1) This report outlines the approach the Families and Social Care directorate will take in order to contribute towards KCC's overall savings agenda. The directorate has decided not to unilaterally cut spend, but to take a reasoned and planned approach to the redesign and transformation of adult social care. This approach is essential if it is to manage the complexities and interdependencies between the elements of the social care system, as well as the potential risk of making changes to services that could affect vulnerable people. The attached 'blueprint and preparation plan' sets out the initial vision, themes for transformation (coproduced with stakeholders) and next steps. Following a 6 month period of understanding and planning, more concrete plans for the transformation (and how the savings will be achieved) will be available.

## **2. Financial Implications**

(1) Whilst the overall objective of the adult social care transformation programme is to improve social care outcomes for the people of Kent - the

programme must also contribute towards KCC's overall savings target. This is a huge challenge. A significant amount of work is needed over the coming months to redesign a system which will continue to meet legal requirements, protect vulnerable people and operate effectively on a reduced budget.

### **3 Bold Steps for Kent and Policy Framework**

(1) The transformation programme will redesign adult social care in a way that moves KCC towards becoming a commissioning only authority. The transformation programme will also deliver the following bold steps priorities:

- Priority 1: Improve how we procure and commission services
- Priority 2: Support the transformation of health and social care in Kent
- Priority 7: Build a strong relationship with key business sectors across Kent
- Priority 9: Support new housing growth that is affordable, sustainable and with the appropriate infrastructure
- Priority 11: Improve access to public services and move towards a single initial assessment process
- Priority 12: Empower social service users through increase use of personal budgets
- Priority 13: Establish a Big Society Fund to support new social enterprise in Kent
- Priority 14: Ensure the most robust and effective public protection arrangements
- Priority 15: Improve services for the most vulnerable people in Kent
- Priority 16: Support families with complex needs and increase the use of community budgets

(2) The proposed decision does not relate to a plan or strategy set out in the Council's Policy Framework. The Adult Social Care Transformation programme may have significant impact on the FSC budget or services provided and is therefore included in the forward plan as a key decision.

### **4. The Report**

(1) Following a 3 month period of informal stakeholder engagement, FSC has co-produced an initial Adult Social Care Transformation Programme Blueprint and Preparation Plan (attached). The blueprint and preparation plan sets out the future vision for adult social care, highlights the key transformation themes and outlines the next 6 month phase of work.

(2) From April to June 2012, FSC will carry out 20-30 projects, to understand areas of our business and how they are linked. This will include analysis of activity/productivity costs, outcomes/effectiveness, service user satisfaction, efficiency, value for money, comparisons with other local authorities/providers, strategic fit, etc. The combination of the understanding gained from this 3 month period will inform how we transform our business and ensure that any strategic decisions (made as

part of the transformation programme) will not be made in isolation or be out of alignment with Bold Steps or the transformation vision. Stakeholder input will be an important element in reviewing the strengths, weakness, opportunities and threats of current services.

- (3) Following the period of understanding, there will be a 3 month period of planning (July-September). This will include the development of multiple options appraisals, investment appraisals, more detailed proposals for the transformation of social care and related equality impact assessments. It will also identify how savings will be achieved. Again, stakeholder involvement will be an important element to this work and proposed changes are likely to result in a number of more formal consultations.

## **5. Conclusions**

- (1) Savings of this magnitude cannot be made without transforming the way we commission and deliver services. The adult social care programme will go through a period of understanding and planning (between April - September) in order to fully understand and plan the transformation. Stakeholder engagement will be an important element of the redesign of adult social care. Equality impact assessments will be undertaken on any transformation option under consideration and formal consultations are likely before any transformation changes can be implemented.

## **6. Recommendations**

- (1) Cabinet are asked to:
  - a) CONSIDER the comments on the Programme and recommendations of the 10 May 2012 Social Care & Public Health Cabinet Committee
  - b) AGREE the Adult Social Care Transformation Programme Blueprint and Preparation Plan.

## **7. Background Documents**

Adult Social Care Transformation Blueprint and Preparation Plan (v1.4) - April 2012

Equality Impact Assessment – Initial Screening

## **8. Contact details**

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