

Community and Wellbeing Scrutiny Committee

05 February 2025

Adult Social Care Transformation Programme

Working with you to live your best life



Drivers for Change

Increasing demand:

- Since 2021/22 there has been a 22% increase in the number of people with mental health issues supported and a 7.3% increase in the number of people with a learning disability supported.
- The number of people receiving funded support has grown by 4% and the number of carers supported since 2021/22 has increased by 33%.

Resident and Community Partners Participation & Feedback:

- Resident feedback from both the Adult Social Care Survey (ASCS) and Survey of Adult Carers in England (SACE) tells us we need to do things differently especially around accessing information and advice and improving satisfaction rates.
- Our CQC reports highlights there is further work to do with partners and the voluntary sector.

Partnerships:

- There is an increasing emphasis on health and social care integration to deliver more joined up services for example development of integrated neighbourhood teams and working together to address health inequalities at a Ward based level.



Drivers for Change

Commissioning & Capacity Building

- We need to ensure there is sufficient and appropriate supply to meet demand and build the capacity and resilience of community and voluntary services.
- Building capacity will support us to promote wellbeing and prevention, ensuring early support and intervention in communities is a key focus.

Workforce:

- Recruitment and retention of staff is essential in a competitive market, so we increase the number of permanent staff to provide greater stability with a focus on relationship working.
- Using technology to support change and new ways of working to reduce waiting lists for assessment and reviews.

Funding:

- Given the financial pressures within local government and recent Budget where increases announced do not fully cover the cost for example the additional national Insurance burden on providers, Brent we need to have a sustainable financial model for adult social care reflecting the challenges of increasing demand, cost of living increases and increases in the cost of care provided, and the savings required over future years.



Adult Social Care Vision

Working with you to live your best life

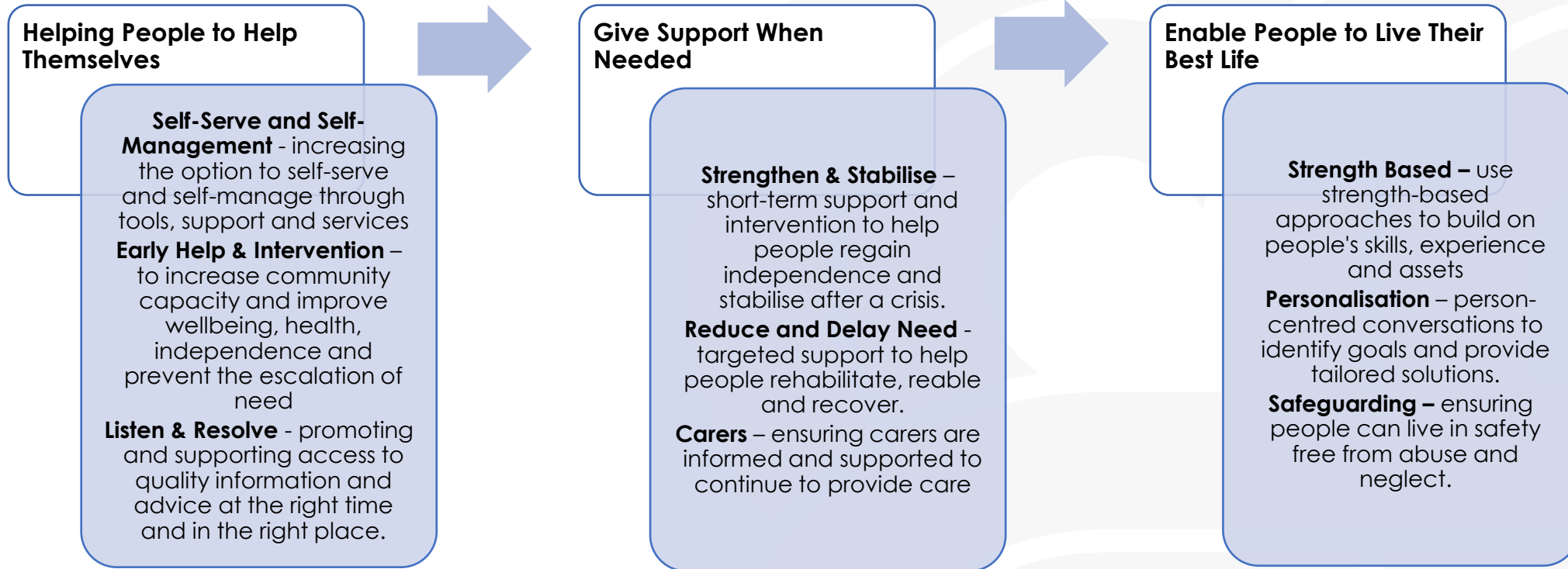
We will work with residents, as partners in their own care and support, to live independent, safe, happy and fulfilling lives

We will enable and support our staff and partners to meet the community's needs and deliver excellent outcomes for residents.

Creating a culture of continuous improvement, with equity and equality at its heart, ***will be everybody's business***

“Co-produced with customers, carers and staff”

Working with you to Live Your Best Life – Vision and Target Operating Model



Partnerships - working with all partners such as health and the voluntary sector to maximise opportunities to do more together, increase joint working and deliver meaningful impact to residents that improve health and social care outcomes



Programmes and Enablers



Programmes

Maximising Independence

New Front Door Model

Community & Partner Engagement

Quality Information & Advice

Digital Tools

Early Help & Intervention

Prevention

New Community Support Offer – Day Opportunities

Reablement

Transitions & Carers

Strengths-Based Practice

Initial Assessment & Brief Intervention

Short-term Support

Safeguarding Review Implementation

Assessment & Review

Digital & Assistive Technology

AI & Automation

Mosaic Process Review

Technology Enabled Care

Shared Care Record

Programme Description

Maximising Independence

- A programme of work to develop a new Adult Social Care Front Door that maximises community and partner engagement early in people's social care journey.
- People should be able to access quality information and advice to help them make informed decision around their care and support.
- We will provide a range of digital self-help tools to support people to better understand their needs and what is available to help meet those needs e.g. community equipment and major adaptations and to self-assess.

Early Help and Intervention:

- A programme of work that will offer people early help and intervention to prevent, reduce and delay needs worsening, helping people to live healthier lives and connect with the right services, at the right time and in the right place.
- This includes connecting people with preventative services and providing short-term support i.e. reablement to help people regain independence and confidence.
- We will develop a new community support offer for example day opportunities, enabling people to access community assets, volunteering and supported employment opportunities.
- We will develop our carers offer in line with our carers strategy and commitments and work closely with young adults and partners to develop age-appropriate services for children transitioning to adulthood.



Programme Description

Strength Based Practice

- A programme of work to ensure we use strength-based approaches that identifies and builds on people's skills, experience and assets and keeps them updated and informed through their social care journey.
- We will ensure person-centred conversations to identify goals and provide tailored solutions to meet people needs and outcomes ensuring people's culture, religious beliefs and preferences are reflected.
- People will receive more timely assessment and review and if they are waiting, we will support them to wait well and remain safe.

Assistive Technology and Digital

- A programme that will support people to be digitally included and use technology enabled care and support to enable people to live independently, safely and well in their own home or the place they call home. We will also use technology to support new ways of working in adult social care and across health and social care.
- Work will include rolling out a range of technology enabled care solutions to residents and staff, and we will work with partners to enable access to shared care records between adult social care, health and partners.

Enablers

Coproduction & Community Partnerships

Coproduction & Community Partnership – Forum & Steering Group

Resident Inclusion & Advisory Groups

Coproduction Coordinators & Champions

Community & Resident Engagement Events

Commissioning & Capacity Building

Maximising Capacity of the Voluntary Sector

Direct Service Reconfiguration & Development

Market Engagement & Development

Provider Support and Quality Assurance

Performance & Assurance

Data and Insight

Performance Reporting & Benchmarking

Service Improvement & Quality Assurance (Practice & CQC)

Monitoring & Evaluating Impact

Finance

Demand & Financial Modelling

Financial and Budgetary Controls and Monitoring

ASC Savings Projects

Income & Grant Maximisation

Enablers Description

Coproduction and Community Partnerships:

- Coproduction and community partnership working will underpin the operation and development of adult social care services, ensuring the resident and carer voice is heard and services that matter the most to people are codesigned with people with lived experience.
- Work will include regular engagement with community partners and people with lived experience across all areas of adult social care, to support this we have recruited two coproduction coordinators to work with residents and carers.
- We will use our established Resident Inclusion and Advisory Groups to coproduce, codesign and consult on service specific developments. The current 4 groups include information and advice, friend and family carers, self-care technology and loneliness and mental health

Commissioning and Community Capacity

- We will ensure there is sufficient and appropriate supply of high-quality care and support to meet people's needs and outcomes through our commissioning strategy and market engagement and development activities.
- We will work with the sector to build the capacity and resilience of community, voluntary services and commissioned services.
- We will develop our in-house services (direct services) to offer greater flexibility, capacity and capability to develop new and more innovative services e.g. community navigation to support a new community support offer.



Enablers Description

Performance Change and Assurance

- We will ensure the quality of our care provision, practice and adult social care processes to ensure we are delivering our statutory duties.
- We will use data and insight to inform decision making determine improvement actions and priorities.
- We are developing a comprehensive set of programme measures to capture both performance data and direct feedback from service users and carers and benchmarking this Nationally and with other London Boroughs.
- We will regularly assess the impact of our services and provision through internal and external evaluation e.g. experts by experience, subject experts and sector-led evaluation.

Finance

- We will work to address the financial pressures within local government and Brent adult social care to ensure a sustainable financial model.
- This will include modelling demand across services and identifying the challenges of a changing population, increases in the cost of living and in the cost of care and support provided.
- Through our transformation programme and operations, we will ensure appropriate budgetary controls are in place and actions in place to deliver our savings plans.

