

## APPENDIX 2



# SOCIAL SERVICES INTEGRATION BLAENAU GWENT AND CAERPHILLY

## DETAIL OF WORK UNDERTAKEN

### BACKGROUND

The Executive/Cabinet Committees (July 2011) of Blaenau Gwent and Caerphilly County Borough Councils endorsed mandates to establish programme management arrangements and a project plan for the incremental integration of Social Services with the aim being to: -

***'Deliver high quality, citizen centred, integrated Social Services to the residents of Caerphilly and Blaenau Gwent County Borough Councils, which helps them to achieve their potential and keep them safe, and to do this in the most effective and efficient way'***

Plans are in line with, and support the principles of, the Welsh Government document 'Sustainable Social Services for Wales: A Framework for Action'. The high level outcomes the Programme seeks to achieve are as follows: -

- Better outcomes for service users (Effectiveness)** resulting from: -
- Directorates sharing what works in service delivery and learning from successful innovation, resulting in effective services for citizens.
  - Bringing together the two Directorates, which will increase capacity and promote the sharing of knowledge and expertise amongst staff across both Local Authority areas.

**Reduced cost of Service Provision (Economy)** resulting from: -

- Streamlining management structures for the delivery of services – a new Social Services Directorate with one management team and Director.
- Innovative governance that supports the modernisation agenda and growth of front line services.
- Offering services that individually would be too costly to provide, resulting in a wider range of services for citizens.

**Better use of existing resources (Efficiency)** resulting from: -

- Services being delivered, commissioned or procured together and realising savings as a result of introducing more efficient delivery models and economies of scale.
- Redesigning services drawing on each Authority's strengths.
- Staff time saved from duplication of tasks across Local Authority areas.

**Improved access, range and availability of services (Promoting Equality)** resulting from: -

- Directorates sharing what works in service delivery and learning from successful innovation.
- Innovative governance that supports the modernisation agenda and growth of front line services.
- Offering services that individually would be too costly to provide, resulting in a wider range of services for citizens.
- Redesigning services to ensure that the customer is at the heart of service planning, design and delivery.

A number of factors have emerged over recent years that require public sector bodies to review the way in which they provide sustainable quality services to their population. These include: -

- The economic downturn
- An increasing demand for services. Demographic projections indicate an increase of 162.5% by 2033 of those aged 85+.
- Increased expectations from the public in terms of access to services.
- The principles stipulated in Welsh Government document 'Sustainable Social Services for Wales: A Framework for Action'.

In order to address the issues mentioned above, services will need to be planned and 'future proofed' to meet increased demand. There has been considerable discussion within Wales about the sustainability of 22 Local Authorities and emphasis has been placed on better collaboration between public services.

Both Social Services Directorates have a long and successful history of working together and recognise the benefits that the development of an integrated service can bring in terms of: -

- Better outcomes for service users
- Reduced cost of Service Provision
- Better use of existing resources
- Responding to the stipulations of the Welsh Government

The report presented to Executive/Cabinet in July 2011 proposed a phased approach to integration over a three-year period: -

- Phase 1 (2011/12): Integrate some business support functions
- Phase 2 (2012/13): Further collaboration and integration across Adult and Children's Services
- Phase 3 (2013/14): Fully Integrated services and management team.

The proposed collaboration would be undertaken on the basis of two Directorates recognising and sharing good practice, with an equal apportionment of any savings. The report also stated that the phased approach would provide Members with the opportunity to evaluate the expected benefits at each stage through the integration process.

## **SOCIAL SERVICES STRATEGIC CONTEXT**

Plans are in line with, and support the principles of, the Welsh Government document 'Sustainable Social Services for Wales: A Framework for Action'.

## **SOCIAL SERVICES REGIONAL & LOCAL**

Both Authorities have a long history of collaborative arrangements to better deliver service outcomes – these include: -

- South East Wales Improvement Collaborative (SEWIC) – Ten Local Authorities who have undertaken a workplan of collaborative enterprises. Currently in place are: -
  - 4Cs – Commissioning unit for Children's Services focusing on independent foster care agencies and residential homes.
  - Adult Procurement Hub and High Cost Placements – working mainly with people with a learning disability or mental health needs to reduce costs from the external market and improve service choice.
  - Shared Lives - Pan-Gwent Adult Placement Scheme.
  - Assisted Living – working on developing Telecare and Supported Living.
- At a "Gwent" level – Emergency Duty Team for out of hours social work and developing both Adult and Children's regional Safeguarding Boards.

- Integrated Services with Aneurin Bevan Health Board (ABHB): -
  - Gwent Frailty Programme – Integrated Health and Social Care teams supporting frail people at home rather than in hospital.
  - Mental Health and Learning Disability Partnership – moving towards developing fully integrated mental health services in the first instance managed by ABHB (Learning Disability services to be led by Local Authorities).
  - Neighbourhood Care Networks – GP led model of community-based care. ABHB have redesigned their community services and partnership networks to take account of the proposed integration of Blaenau Gwent and Caerphilly Social Services.

### **Rational for Integration**

There are a number of factors which support the proposal for future collaboration between Blaenau Gwent and Caerphilly Social Services Directorates, these factors include: -

- **Track record:** There is sufficient commitment and trust, reinforced by earlier partnership working across the Directorates, to look to closer working arrangements in the future. Both Authorities have strong, reputable Social Services departments, which would allow strengths to be built upon into the future.
- **Desire:** The Directorates have expressed a desire to look for opportunities for wider collaboration where this can further reduce costs, and improve services for citizens of both Boroughs.
- **Geography:** Blaenau Gwent and Caerphilly have a shared border and share similar characteristics in terms of their demographics, which mean that their residents are likely to require similar service provision in the future.
- **Services:** Both areas are within the former Gwent boundary and are supported by the Gwent Police and Aneurin Bevan Health Board. Collaboration of the two Directorates would help to strengthen the voice of Council services when working with these organisations.

### **Strategic Direction**

Whilst each Council determines their own priorities around delivering and improving Social Services there is a lot of commonality. Aims and Objectives were agreed jointly for 2012/13: -

#### **Aims**

- Maximise Independence.
- Minimise Dependence.
- Intervene where appropriate.

## **Objectives**

- Continue to deliver high quality responsive Social Services to vulnerable people within the financial constraint of reducing budgets.
- Continue to modernise the delivery of Social Services to improve outcomes for service users as outlined in the directors' Annual Reports.
- Proactively respond to the challenges set out by Welsh Government in 'Sustainable Social Services for Wales: A Framework for Action', particularly in relation to collaborative working.
- Service priorities are also closely aligned and are detailed in the Annual Report of the Director of Social Services, which are published on each of the Authorities web pages.

## **PROGRESS IN DEVELOPING THE PROGRAMME**

### **Programme Management Arrangements**

One of the first key documents developed for the Integration Programme was a 'Programme Management Framework'. The Framework sets out the management and accountability arrangements to oversee the running of the Programme. The Framework also provides an outline of the purpose and primary responsibilities of key groups created to support the delivery of the Integration Programme. The Programme management arrangements in place are robust and include: -

- A dedicated Programme Manager and Team working across Blaenau Gwent and Caerphilly.
- A Programme Management Delivery Framework.
- A well-established Programme Board lead by the Chief Executives of Blaenau Gwent and Caerphilly County Borough Councils. Membership includes Council Leaders, Executive/Cabinet Members, Directors of Social Services and other Council Heads of Service. There is also co-opted representation from the Welsh Local Government Association (WLGA), Social Services Improvement Agency (SSIA), and key partners such as Health and Police.
- A well-established Programme Team lead by the Directors of Social Services. Membership includes Assistant Directors/Heads of Service in Social Services, lead officers for Finance and Human Resources and co-opted representation from the Care and Social Services Inspectorate (CSSIW).
- Key documents developed and in place such as a Communication and Engagement Strategy and a Risk Management Strategy.
- Development of a Programme Plan.

## **Service Modelling**

On 5<sup>th</sup> October 2011 a service modelling workshop was held. The purpose of the workshop was to: -

- Develop a high-level service model (blueprint) for a new integrated Social Services Directorate across Blaenau Gwent and Caerphilly County Borough Councils;
- Identify the required project plan workstreams for phase 1 and phase 2;
- Identify achievable timelines to deliver Phase 1, 2 and 3 of the Project Plan; and
- Identify the risks and issues that may impact on the success of the Integration Programme.

The information generated from the workshop was used to create a Programme Delivery Plan 2011/2013.

## **Establishment of Workstreams**

The Programme Delivery Plan for 2011/2013 identified a number of workstreams that would need to be created for Adults Services, Children's Services and Business Support. In addition to the service specific workstreams, a range of core workstreams were established to manage the overarching elements of the Programme such as Communications, Information Technology, Finance, Human Resources, Accommodation and Governance. A workstream dedicated to Service User and Carer Participation and Engagement was also created. Each workstream has an assigned lead officer responsible for the delivery of the workstream.

A primary task of each workstream was the completion of a Workstream Description Document and a Workstream Delivery plan. The aim of these documents was to ensure clarity on the purpose and function of each workstream, and how and when objectives would be achieved, by showing the major deliverables, activities and resources required for the workstream.

## **Political Engagement**

A Joint Scrutiny Panel has been established and held its first meeting in July 2012. The Panel consists of 5 non-Executive/Cabinet Members currently serving on Social Services Scrutiny Committees from Blaenau Gwent and Caerphilly County Borough Councils. The principal aim of the Joint Scrutiny Panel is to perform the overview and scrutiny function for the Integration Programme and its workstreams on behalf of the partnership Authorities.

Regular highlight/progress reports have been considered at Health, Social Care and Well-Being Scrutiny Committee in Caerphilly and at the Social Services Scrutiny Committee in Blaenau Gwent.

The Leaders of both Councils and the Executive/Cabinet Members are also involved in the Programme Board Meetings.

### **Governance Work**

With the support of the Welsh Local Government Association (WLGA) and Social Services Improvement Agency (SSIA), Tony Garthwaite (a former Director of Social Services) was commissioned to work with the Programme to develop options for a strategic governance model and plan for its implementation to support the integration. Reports detailing the options and recommending the delegation of Social Services functions to a Joint Committee have been presented to and endorsed by the Programme Board and the Scrutiny Committees in each Authority.

Work is progressing throughout early 2013 in considering models for the hosting of services and the impact on Blaenau Gwent and Caerphilly Councils as a whole.

### **Workforce Development Team**

The Interim Joint Workforce Development Service was launched at the beginning of April 2012 and is managed by one Team Manager and a Business Change Manager. The main focus of the Team at present is conducting a number of service reviews. The service reviews will conclude with the formulation of a fully integrated service specification and staffing structure that will provide a joint workforce development service for staff in Social Services and the Social Care Sector across Blaenau Gwent and Caerphilly. Various accommodation options have been considered for a Joint Workforce Development Training facility. A central geographical site has been identified that will provide accommodation for the joint Team and a central hub for learning and development. The new joint facility will ensure that local delivery, to meet local need, remains a priority. Existing local venues will also continue to be used to ensure equality and ease of travel access for front line care sector workers. The new facility will lead to savings in accommodation costs and will further reduce the use of other costly venues.

A joint Social Care Workforce Development Plan was developed for 2012/13 and grant funding secured. Joint planning processes are in place to plan for 2013/14.

### **Development of Proposals for an Integrated Contracts & Commissioning Team**

Proposals have been developed for an Interim Integrated Contracts & Commissioning Team with an initial saving of £24k.

## **Development of Risk Management**

Information generated from the Service Modelling workshop highlighted a number of key risks and issues that could potentially impact on the success of the integration programme. Accordingly, it was agreed that a Risk Management Strategy and Risk Register be created for the purpose of management and monitoring of these risks/issues. Detailed within the Programme's Risk Management Strategy are the Integration Programme's risk management objectives. These are to: -

- Ensure that risk management is clearly and consistently integrated and evidenced in the culture of the integration programme.
- All identified risks are managed in accordance with best practice.
- Anticipate and respond to changing social, environmental and legislative requirements.
- Consider compliance with health and safety, insurance and legal requirements as a minimum standard.
- Inform programme and operational decisions by identifying risks and their likely impact.

The risks identified from the Service Modelling workshop have been included on the Programme Risk Register and scored in accordance with the methodology outlined within the Risk Management Strategy. The Risk Register is reviewed at each Programme Team and Programme Board meeting. Additional risks are added to the Risk Register as identified.

## **Communication**

The Communication and Engagement Strategy supports the Programme of Integration and methods used to date have included:

- Development of and use of the webpage <http://socialservicesblaenau-gwent.caerphilly.gov.uk/>
- Regular news releases from Chief Executives and Directors to staff of Social Services and the Council
- Press releases to the public
- Regular meetings with the Stakeholder Reference Group
- A number of engagement events with stakeholders, voluntary and independent sectors, trade unions and elected members

## **Performance Information**

Appendix 3 provides a suite of key demand and performance data for both Directorates of Social Services. Both Directorates have a history of strong performance in recent years but demographic change will put services under increasing pressure in future years. The following table provides an overview of projected increases in some key areas: -



Description	Blaenau Gwent					Caerphilly				
	2012	2015	2020	2025	2030	2012	2015	2020	2025	2030
<b>People Aged 65 and over</b>	13,210	14,030	14,900	15,880	17,340	30,630	33,250	36,470	39,740	43,690
Increase from 2012	-	820	1,690	2,670	4,130	-	2,620	5,840	9,110	13,060
% increase from 2012	-	6.21%	12.79%	20.21%	31.26%	-	8.55%	19.07%	29.74%	42.64%
<b>People Aged 85 and over</b>	1,690	1,750	2,000	2,430	3,050	3,820	4,000	4,830	6,010	7,520
Increase from 2012	-	60	310	740	1,360	-	180	1,010	2,190	3,700
% increase from 2012	-	3.55%	18.34%	43.79%	80.47%	-	4.71%	26.44%	57.33%	96.86%
<b>People Over 18 with Limiting Long-Term Illness</b>	15,667	16,031	16,695	17,311	17,783	38,226	39,517	41,696	43,801	45,540
Increase from 2012	-	364	1,028	1,644	2,116	-	1,291	3,470	5,575	7,314
% increase from 2012	-	2.32%	6.56%	10.49%	13.51%	-	3.38%	9.08%	14.58%	19.13%
<b>People with Dementia</b>	898	940	1,058	1,217	1,395	2,060	2,200	2,548	2,990	3,489
Increase from 2012	-	42	160	319	497	-	140	488	930	1,429
% increase from 2012	-	4.68%	17.82%	35.52%	55.35%	-	6.80%	23.69%	45.15%	69.37%
<b>People Aged 65 Plus with a Learning Disability</b>	273	291	312	330	361	634	690	762	828	910
Increase from 2012	-	18	39	57	88	-	56	128	194	276
% increase from 2012	-	6.59%	14.29%	20.88%	32.23%	-	8.83%	20.19%	30.60%	43.53%

Source: Institute of Public Care (IPC) Daffodil Data

It is clear from the above that the challenge facing Social Care is significant. Providing services in traditional ways will not be an option in future years and there will need to be a significant transformation to ensure that limited resources are deployed in the most effective manner to meet the needs of an increasing pool of service users. The ageing population needs to be considered alongside projected reductions in the working age population, which will adversely impact on the ability to raise tax revenues to fund increased demand. This combined with the drive to decrease the public sector borrowing requirement means that the financial outlook is bleak.