



Mayor and Cabinet

Response to Healthier Community Select Committee: Transforming and Modernising Adult Social Care Update on Review: Phase 2 (Design and Implementation)

Date: 14 September 2021

Key decision: Yes

Class: Part 1

Ward(s) affected: All wards

Contributors: Tom Brown, Executive Director Community Services

Outline and recommendations

Mayor and Cabinet to consider the officer response to pre-decision scrutiny comments made by the Health Communities Select Committee following their consideration of the report on 'Transforming and Modernising Adult Social Care Update on Review: Phase 2 (Design and Implementation)'.

Timeline of engagement and decision-making

8 September 2021 – Healthier Communities Select Committee received the report on 'Transforming and Modernising Adult Social Care Update on Review: Phase 2 (Design and Implementation)' for pre-decision scrutiny.

23 September 2021 – Public Accounts Committee to receive report on 'Transforming and Modernising Adult Social Care Update on Review: Phase 2 (Design and Implementation)'.

1. Summary

- 1.1 At its meeting on Wednesday 8 September 2021, the Healthier Communities Select Committee received an update report on Phase 2 (Design and Implementation) of the Transforming and Modernising Adult Social Care Review. Following presentations from officers, questions and discussion, the committee resolved to refer its views to Mayor and Cabinet in the following terms:

The committee notes the ambitious proposals for the design and implementation phase of the adult social care review. The committee requests the provision of regular progress updates with evidence of outcomes and improvements. The committee also requests assessments of the impact of changes on residents receiving a service as well as staff.

1.2 This report sets out the officer response to this referral.

2. Recommendations

2.1 It is recommended that Mayor and Cabinet:

- Consider the officer response to the referral made by Healthier Communities Select Committee on 8th September 2021, following the committee's pre-decision scrutiny of the report on Phase 2 (Design and Implementation) of the Transforming and Modernising Adult Social Care Review.

3. Policy context

3.1 The contents of this report are aligned to the Council's policy framework as well as wider health and care system transformation, as follows:

- **Corporate Strategy**, specifically Priority 5 'Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.'
- **Medium Term Financial Strategy (MTFS)** and the requirement to deliver £40m of budget savings across the council up to 2023/24, with more than £7m in 2021/22 for an 'Adult Social Care cost reduction and service improvement programme'.
- **Joint Health and Wellbeing Strategy** and the key focus on quality of life, quality of health care and support, and sustainability.
- **Future Lewisham** and the strategic COVID recovery theme of 'A healthy and well future', including the wider determinants of health and reducing health inequalities.
- **Future Working** and the active role staff are playing in our borough's COVID recovery, in a workplace where staff are empowered to succeed and the best ideas and innovations thrive.
- **Lewisham System Recovery Plan** and the 'build back better' priorities identified by the Lewisham Health and Care Partnership.
- **Our Healthier South East London** (Integrated Care System) priority of 'Improving health and care together' across the partnership.

3.2 Following a request from Public Accounts Committee for a review of expenditure in ASC (see para 17.2) and as part of the 2021/22 budget setting process, a piece of work was commissioned through a competitive tender process to support the service in reviewing ways of working and use of resources. Newton Europe were successful in securing the contract for this "diagnostic" and they began this work in April 2021.

4. Officer response to referral from Health Communities Select Committee

4.1 It is recognised that this is a complex transformation project that will directly impact on vulnerable residents in the borough and thus regular reporting to both the Cabinet Member and Scrutiny is appropriate.

4.2 A formal highlights report on the progress of Phase 2 (Design and Implementation) of the Transforming and Modernising Adult Social care Review, will be presented to Healthier Communities Select Committee on 12 January 2022 and 1st March 2022.

4.3 This highlights report will evidence what has happened on Phase 2 of the review to date, alongside the impact of any transformation and modernisation activity on both staff and those residents receiving a service from Adult Social Care.

- 4.4 The service user 'voice' will be incorporated into the design and testing of any service transformation to ensure that modernised services are accessible, fit for purpose and meets residents' needs in addition to improving outcomes. A cohort of service users will work alongside frontline practitioners and Newton Europe in a safe space to help iterate proposed service models.
- 4.5 Rigorous and robust improvement cycles will be put in place to ensure confidence that the changes to ways of working are delivering the expected benefits, both financially and in terms of service user outcomes.
- 4.6 Throughout Phase 2 of the review, there will be the opportunity for staff to be directly involved in the service transformation, actively leading the design process. There will be a clear plan to implement these new design solutions, including an in-depth communication and engagement plan, which will ensure wider colleagues are successfully managed through a change journey and have the opportunities to share their feedback.
- 4.7 In addition to the highlights report, verbal briefings will be provided to the Chair, Healthier Communities Select Committee by the Executive Director for Community Services between formal meetings of the committee.

5. Financial implications

- 5.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

6. Staffing Implications

- 6.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

7. Legal implications

- 7.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

8. Equalities implications

- 8.1 Addressing inequalities within the health and care system, especially those impacting upon our Black, Asian and Minority Ethnic (BAME) communities, is a key priority for the Council and its partners. This focus has been sharpened in response to the disproportionate impact that COVID-19 has had on these communities. Any changes to ASC services originating from this review will need to be mindful of this, with a thoroughly consideration of the equality implications for our most vulnerable residents alongside appropriate mitigation to reduce any negative impacts.

9. Climate change and environmental implications

- 9.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

10. Crime and disorder implications

- 10.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

11. Health and wellbeing implications

- 11.1 There are no direct financial implications arising from the implementation of the recommendations in this report.

12. Background papers

12.1 Report to Healthier Communities Select Committee on 8 September 2021:

<https://councilmeetings.lewisham.gov.uk/documents/s86169/05%20Transforming%20and%20Modernising%20ASC%20-%20Update%20on%20Review%20-%20HCSC%20Part%201%20-%20080921.pdf>

13. Report author(s) and contact

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