



Adult social care review

Update for Healthier Communities Select Committee

25th February 2021

- A review of Adult Social Care (ASC) has been agreed to support the realisation of savings and to help shape the strategy for future service delivery.
- Procurement is currently underway to appoint an external management consultant service.
- This supplier will provide strategic capacity and diagnostic capability to deliver this review at pace.
- The following slides provide HCSC with an update on this procurement activity, as well as outlining our approach to the review.

- ASC has challenging savings targets that must be achieved, most of which are due in **2021/22**.
- The bulk of these savings are identified in savings proposals relating to ASC demand management and service improvements (see F-01 and F-24), which collectively total **£7.2m**.
- Additional proposals linked to Day Services (C-02), Client Fees and Contributions (E-04), AWLD/Transitions (F-06) and Adults Passenger Services (F-09) equate to a further **£1.5m** of savings.
- Mayor and Cabinet reviewed these savings proposals on 9th December 2020 (Round 1) and 3rd February 2021 (Round 2), with the **following decisions**:

Agree to proceed:
E-04, F-01 and F-06

Consult and return:
C-02, F-09 and F-24

Action is already underway to progress the delivery of ASC savings, as set out in our internal **Delivery Action Plan** for F-01/F-024:

Continue to implement new ways of working to improve the management of demand from the community and hospital pathways

Modernise and transform building-based day centre provision

Improve performance and productivity of casework flow and underpin with leaner system processes

Ensure there are end dates on care plans and priority plans to Re-assess individuals' package of care and support

Work with NHS partners to improve access to rehabilitative therapies and recovery

Assess providers in the market place to determine whether the alternative offer is better placed to meet residents' needs

Implement improvement plan for short term enablement intervention in order to reduce/delay costs of longer term care

Improve commissioning and contract monitoring arrangements for domiciliary, residential and day care services

Continue to shift the culture of practice from deficit to strength-based model of assessment and support planning to promote independence

Ensure Assessment performance, productivity and unit costs are cost efficient through benchmarking against statistical neighbours

Delivery action plan (DAP)

- Whilst realisation of ASC savings is not wholly contingent on the completion of the review, the appointed supplier is expected to contribute towards the delivery of these.
- They will take account of the interventions detailed in the Delivery Action Plan (DAP) at each stage of their analysis and address these as part of the overall review.
- They will also work in partnership with ASC to strengthen these interventions and the evidence-base underpinning them.
- However, ASC retains responsibility for the DAP and will continue to drive progress of this throughout the review.

- The proposed review of ASC comprises two phases:

Phase 1 – Diagnostics and delivery planning

Phase 2 – Design and implementation

- Only Phase 1 is subject to the current procurement process.
- Following completion of Phase 1, the review will briefly pause to assess whether Phase 2 can be delivered in-house.
- If Phase 2 is to be delivered by an external supplier, then further procurement will be undertaken in adherence with the Council's Constitution.
- Phase 1 and Phase 2 may be undertaken by the same supplier.

Phased approach

#	Phase 1 supplier deliverables:
1	Work in partnership with ASC to achieve the £7m of savings in 2021/22.
2	Build a detailed understanding of potential areas for ASC service improvement using existing service-related intelligence, business insights, live studies, user experiences and stakeholder engagement.
3	Ensure that every stage of the review is data driven, evidence-led and linked to tangible outcomes
4	Highlight any specific barriers (including issues of capacity, capability, policy and organisational culture) that would need to be overcome to implement improvements in these areas.
5	Quantify the potential in each opportunity area and detail on the specific operational hurdles that must be addressed to release this potential.
6	Build a benefits model illustrating the rate at which improvements are expected, and the resultant financial gains.

Phase 1 – Diagnostics and delivery planning (1)



#	Phase 1 supplier deliverables (continued):
7	Establish an order of priority for improvement opportunities framed by robust rationale.
8	Develop a supporting narrative for transformational change that ASC staff can work consistently towards.
9	Impart skills or knowledge transfer to key council staff through mentoring or training opportunities throughout the lifecycle of the project.
10	Provide the identification of opportunities to either work with or train Lewisham officers in order that they are able to deliver part of any potential implementation process.
11	Develop a vision for change and create a future service offer that elected members and officers can have confidence in and Lewisham residents can understand.
12	Identify the best approach to any culture change that needs to be initiated and support the council in the design and roll-out of this.

Phase 1 – Diagnostics and delivery planning (2)

The appointed supplier will produce the following at the **end of Phase 1**:

- 1) An independent **Diagnostic Report**, setting out the opportunities available to improve service delivery as well as the financial and performance benefits that could be realised as a result. All recommendations and conclusions contained within this report will be underpinned by robust data and clear evidence.
- 2) An **Implementation Plan** for the delivery of Phase 2 of the review. This will set out the strategic approach alongside key activities and timeline, as well as resource requirements, dependencies, assumptions and risks.

Key supplier outputs for Phase 1

Phase 2 in-house/supplier deliverables:

- 1 Co-design solutions to the prioritised service changes through collaboration between key stakeholders and consultancy (if appointed).
- 2 Pilot solutions, whilst measuring the impact of improvements and continue to refine these alongside key stakeholders.
- 3 Fast-track implementation of preferred solutions in accordance with agreed timescales.
- 4 Ensure all service changes are sustainable and benefits (both financial and outcomes-based) are fully maximised and realised.
- 5 Identify and support the implementation of any culture change required to underpin the successful delivery of these service changes or new ways of working.

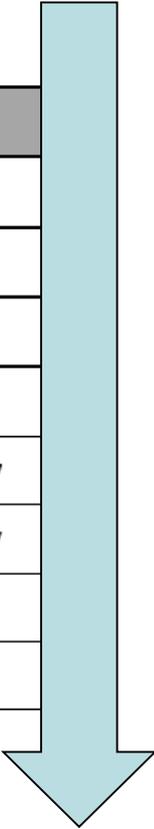
Please note that Phase 2 is NOT subject to the current tendering process

Phase 2 – Design and implementation

- The scope of this review be fully inclusive of all ASC services.
- Phase 1 (Diagnostic and Delivery Planning) will require **staff engagement** to explore organisational culture and current ways of working.
- Phase 2 (Design and Implementation) will expand engagement more broadly across **service users, carers, the wider Council** etc. as new opportunities are designed and tested.
- The supplier will engage with **Lewisham Health and Care Partners** throughout, to avoid duplication and ensure a joined-up approach.
- Helping to facilitate the required **culture change** as an enabler of service transformation is a key element of the specification for this tender.

- It is anticipated that the Council will set-up a **Steering Group**, comprised of relevant stakeholders to provide the appropriate oversight and assurance of this review.
- Due to the urgency of this review and the required pace of delivery, this group will meet (virtually) with the appointed supplier on a weekly basis.
- Progress on the both review and the Delivery Action Plan will be reported to the **Service Delivery and Redesign Thematic Programme Board** on a 3-weekly basis, with escalations to the **Strategic Change Board (EMT)** as required.
- The outcome of this review will also be reported to the **Health and Wellbeing Board** and **Healthier Communities Select Committee**.

Activity	Date(s)
Tender issued	3rd February
Clarification deadline	10th February
Clarification response deadline	12th February
Tender return deadline	17th February
Tender evaluation period	17 th – 23rd February
Moderation date	23 rd – 24th February
Earliest award decision (includes 5 days scrutiny)	16th March
Earliest contract commencement	6th April



Procurement timeline

- The supplier will be commissioned through a ‘mini-competition’ process, using **Crown Commercial Services’** (CCS) RM3745 Management Consultancy Framework.
- For the purposes of procuring the intended service for this review, the Council will use **Lot 5, Health and Community** which not only covers the subject matter in question but also focusses on cost, commercial and efficiency review of public services.
- The framework offers the services the Council requires with a **wide range of suppliers** from SME’s to multinationals offering capped rates for the duration of the framework and value for money by further competition.