

CITY OF  
WOLVERHAMPTON  
COUNCIL

# Adults Scrutiny Panel

## 5 December 2023

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 3 - 3rd Floor - Civic Centre

### Membership

**Chair** Cllr Val Evans (Lab)  
**Vice-chair** Cllr Christopher Haynes (Con)

#### Labour

Cllr Qaiser Azeem  
Cllr Jenny Cockayne  
Cllr Dr Michael Hardacre  
Cllr Linda Leach  
Cllr Rohit Mistry  
Cllr Rita Potter  
Cllr Paul Sweet  
Cllr Iqra Tahir

#### Conservative

Cllr Bob Maddox  
Cllr Udey Singh

Quorum for this meeting is three Councillors.

### Information for the Public

If you have any queries about this meeting, please contact the Scrutiny Team:

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Wolverhampton WV1 1RL

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# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

- 1            **Welcome and Introductions**  
[The Chair to welcome everyone to the meeting.]
  
- 2            **Meeting procedures to be followed**  
[The Chair will explain how the meeting will proceed.]

### **BUSINESS ITEMS**

- 3            **Apologies and Notification of Substitutions**  
[To receive any apologies for absence and notification of substitutions].
  
- 4            **Declarations of Interest**  
[To receive any declarations of interest].
  
- 5            **Minutes of the meeting held on 17 October 2023** (Pages 3 - 14)  
[To approve the minutes of the meeting held on 17 October 2023 as a correct record].

### **DISCUSSION ITEMS**

- 6            **Budget and Performance Update** (Pages 15 - 34)  
[Becky Wilkinson, Director of Adult Services, to introduce the report]
  
- 7            **Transforming Adults Service Programme Annual Report 2022-2023** (Pages 35 - 82)  
[Emma Deakin, Portfolio Manager, to present report]
  
- 8            **Adults Scrutiny Panel - Draft Work Programme 2023 2024** (Pages 83 - 86)  
[Earl Piggott-Smith, Scrutiny Officer, to present report]

### Attendance

#### Members of the Adults Scrutiny Panel

Cllr Qaiser Azeem  
Cllr Jenny Cockayne  
Cllr Val Evans (Chair)  
Cllr Christopher Haynes (Vice-Chair)  
Cllr Linda Leach  
Cllr Bob Maddox  
Cllr Rohit Mistry  
Cllr Rita Potter  
Cllr Udey Singh  
Cllr Paul Sweet

#### In Attendance

Paul Tulley, Wolverhampton Managing Director Integrated Care Board  
Sian Thomas, DCOO at Royal Wolverhampton NHS Trust and Partnership Director (RWHT)

#### Employees

Rachael Murphy	Head of Adult Services
Martin Stevens	Scrutiny Team Leader
Becky Wilkinson	Director of Adult Social Services
Jenny Rogers	Principal Social Worker

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## Part 1 – items open to the press and public

*Item No.*    *Title*

- 1 Welcome and Introductions**  
Cllr Val Evans, Chair, welcomed everyone to the meeting and advised it was being live streamed to the press and public. A recording of the meeting would be available for viewing on the Council's website at a future date.
- 2 Meeting procedures to be followed**  
Cllr Evans explained the protocol to be followed during the meeting for asking questions.
- 3 Apologies**  
Apologies were received from the following:  
  
Cllr Dr Michael Hardacre  
Cllr Iqra Tahir
- 4 Declarations of Interest**  
No declarations of interest recorded.

5 **Minutes of previous meeting ( 21 March 2023)**

Minutes of Meeting 21 March 2023 approved as correct record.

6 **Post Covid Position – update briefing**

The Chair invited Becky Wilkinson, Director of Adult Services (DAS), to present the briefing.

The DAS advised the panel that when the review was originally scheduled in June 2023 to be presented the Covid-19 count situation was zero. However, the updated Covid-19 situation reflects a changed situation where there have been nine outbreaks in care homes of infectious diseases since June 2023 and two of the outbreaks are ongoing. There has recently been increase in the number of infection cases as the weather has started to change.

The DAS gave a summary of the headlines and background to statistics relating to Adult Services, for example, overall service users are now above pre-pandemic numbers with over 4,000 people with an active service agreement, care home numbers are beginning to show an upward trend, which dropped significantly during Covid 19 pandemic.

The DAS advised that at the time of the original update there were no outbreaks of Covid-19 cases in care homes, but recently there has been an increase.

The DAS commented on changes to testing regime for Covid-19 and not as many tests are being done. The spring Covid-19 booster campaign had a low initial uptake across care home residents at the time but since then there is evidence of improved uptake of booster vaccines. A further vaccine booster rollout programme by Primary Care Networks to all care home residents will be completed by 22 October 2023

The Director added that the Infection Prevention and Control Service will continue to support care homes and has offered to provide a range of training to all care home settings in preparation for the winter months. The situation will be reviewed in conjunction with colleagues in health and public health.

The Director commented that the way Covid -19 is managed has changed in recent months and people will be tested if they are immunosuppressant. The advice from Public Health England is that general testing should not be done and there is evidence of a rising numbers of Covid -19 cases.

The expectation is that the number of flu and Covid 19 cases will increase ahead of the winter period. The rollout of the autumn vaccine booster programme including care home residents, and front-line care, health and social care workers is expected to help keep the number of cases under control.

The Director reassured the panel that the service will continue to with colleagues in the sector to manage the situation in best way possible.

The Chair thanked the presenter for the update and invited panel members for their comments and questions.

A panel member queried if in response to rising numbers of infection cases in care homes, a decision will be made to close them and asked for more information about

the plans for supporting care homes in a situation when residents are not being routinely being tested.

The Director commented that the Council works closely with care home providers so that do tests. If more than one member of care staff or a resident has had an infection, then a case-by-case approach will be taken and advice from Public Health and Infection Prevention and Control Service in infection prevention is offered.

The Director commented that in a recent situation a decision was taken to restrict entry to new residents into a care home following an outbreak, while work was done to bring the infection situation under control. There are two outbreaks currently.

A panel member asked for further information about if a care home would be closed in response to an outbreak. The Director reaffirmed the position that if there is more than one case then a decision to close a care home would be considered on a case-by-case basis.

A panel member commented on the increase in cases asked for further details about the variant strain of Covid-19 and if the effect on resident was mild or more severe.

The Director commented that the tests for Covid-19 do not identify the variant. The Director agreed to speak to the Director of Public Health to get the information requested and will share it with the panel.

A panel member commented a recent experience following a visit to hospital and the number of staff with Covid -19 working in the hospital as they not required to isolate at home and suggested that was important to remember that while it might be a milder strain it is still resulting in some people being hospitalised for treatment.

The Director commented that the general advice is that people should not mix when they are feeling unwell and noted the concern highlighted.

The Chair thanked the presenter for the update report.

Resolved:

1. The panel agreed to note the report.

## 7 **Adult Social Care Winter Planning 2023-24**

The Chair invited Becky Wilkinson Director of Adults Social Care, to introduce the report.

The Director advised the panel the presentation would be given jointly with the following representatives - Paul Tulley, Wolverhampton Managing Director Integrated Care Board, Sian Thomas, DCOO at Royal Wolverhampton NHS Trust and Partnership Director RWHT and Rachel Murphy, Head of Adult Services.

The Director gave a brief explanation of the One Wolverhampton Partnership role in the development of the draft Winter Plan document.

The partnership was based on previous joint work done in response to national changes to Integrated Care Board and Integrated Care Systems. The One Wolverhampton Partnership Board brings together representatives from social care, primary care, voluntary and community organisations and local GPs.

The aim is to work together to ensure that people in Wolverhampton have the right care in the right place at the right time and work better together with a focus on health inequalities.

The Director commented that the draft Winter Plan is a result of 12 months' work with partners and is a good example of how the partnership arrangements are working. The Director added that Paul Tulley, Wolverhampton Managing Director Integrated Care Board and Sian Thomas, DCOO at Royal Wolverhampton NHS Trust were invited to contribute to the presentation and reflects the close working relationship among the partner organisations involved.

The Director advised the panel that current draft builds on the lessons learnt from the key initiatives developed in the previous Winter Plan presented for comment and the aim is to build on what worked and did not work.

The work on the Winter Plan started in July 2023. The Director commented that the quality of the Winter Plan was recognised by the Kings Fund and the partnership has been working with the organisation, who have provided advice and feedback, on how the Board can work better together taking a whole system approach.

The Director commented that the essential aim of the Winter Plan is to keep people in the right place at the right time and that they get the right care. The work is monitored by the Urgent and Emergency Care (UEC) Strategic Working Group. The Director listed the priorities of One Wolverhampton UEC and highlighted the focus on how partners work together to discharge people from hospital in a timely way and a shared approach to manage demand.

The Director invited Paul Tulley, Wolverhampton Managing Director Integrated Care Board to comment on the current position as regards levels of demand and bed capacity.

The Managing Director advised the panel that as part of preparing for winter period hospitals were asked by Government to look at their bed base position and analyse what happened in the last winter. The Managing Director gave details of the future projections about the number of people expected to be admitted to hospital and commented on the best-and worst-case scenario based on current modelling assumptions about who will be coming into hospital. The modelling work predicts a worse case deficit of between 37 and 53 general and acute beds heading into winter which is expected to peak in January 2024 without any extra mitigation work or increased capacity.

The Director gave examples of the work being done together as a partnership to help reduce or fully mitigate the budget deficit situation, highlighting the provision of more care being provided through RWT 'virtual wards'.

The overall aim is to ensure that people who no longer need to stay in hospital that there is support in place either at home or an appropriate place for them to receive ongoing care.

The DAS commented on the progress of Adult Social Care Discharge Fund and explained how the award of £3.5 million for 2023/2024 was allocated. £2.1 million awarded to City of Wolverhampton Council and £1.4 million to the Integrated Care Board (ICB) Wolverhampton Place.

The Director of Adult Social Care commented that a key focus of the fund is making sure that there is capacity within the system by introducing innovative solutions. The funding scheme aims help people to support them when they are ready to leave hospital and highlighted the value of partnership working in responding and preparing for the pressures facing the service.

The Director of Adult Social Care invited Paul Tulley, Wolverhampton Managing Director Integrated Care Board, to present the next section of the presentation.

The Wolverhampton Managing Director commented that as previously stated that the focus of the funding was on hospital discharge schemes. Most discharge schemes were evaluated, as being successful.

The Wolverhampton Managing Director commented on the range of the work done to ensure that there is enough capacity of intermediate care beds in the hospital to support a rapid flow of discharge patients who need to be in the community.

The Wolverhampton Managing Director highlighted a scheme supporting patients in the community who would otherwise be admitted to hospital and an initiative with the Black Country Health Mental Care Trust to support the discharge patients from mental health beds at the same time. The aims are to identify areas of current service that may need more support, the continued development of core services and to build on the new initiatives in future years.

The DAS commented on the partnership schemes funded jointly between CWC and ICB and gave examples of different schemes and initiatives being trialled to support adult care as part of the Winter Plan preparation. The DAS highlighted the dedicated Non-Weight Bearing (NWB) Patients Trial which tests alternative placement arrangements for NWB patients to determine future ongoing approaches and arrangements.

The DAS invited Sian Thomas, Deputy Chief Operating Officer (DCCO) at Royal Wolverhampton NHS Trust (RWHT) and Partnership Director, to continue with the presentation.

The DCCO highlighted examples of work done by RWHT, making sure that ambulances can arrive, handover their patients in a timely manner which is critical for patient safety. The DCCO commented on the work done to support people back into the community who are medically fit and no longer require care at the hospital.

The DCCO added that the hospital is working to improve internal hospital processes and will continue working with partners to support people to stay at home and leave hospital as soon as possible.

The DAS commented on the range of support offered to staff, highlighting the wellbeing offer for both RWT and CWC to provide support for physical, emotional, mental, and financial wellbeing. The Director added that pressure on the workforce is expected to increase throughout the winter period. The DAS added that this will create workforce challenges and risks to the delivery of services across health and social care as delivery of the schemes are dependent on being able to recruit the staff required.

The DAS commented that future priorities and specific projects that could start if funding becomes available. The presentation gives an overview of the range of work done by the partnership during the previous seven months as part of the winter planning preparation. The DAS reassured the panel that the partnership is as prepared as possible for the winter period, while accepting that it will be a challenging period.

The DAS invited the panel to comment on the report and presentation.

A panel member queried the arrangements when a patient has been discharged from hospital and wanted assurance that arrangements would be seamless to avoid any issues when a person arrives home.

Rachel Murphy, Head of Adult Services, advised the panel that Wolverhampton offers a 'Homes First' model which recognises that home is the best place for people to return to, if this is possible. The service will continue collaborating closely with colleagues in RWHT to identify the persons needs upon discharge from hospital and whether they are ready to go home.

The Head of Adult Services added that this process will also be supported by colleagues in the Reablement Intermediate Care who provide the service at no charge to the person for the first six weeks. A care package is also provided to help the person to recover as quickly as possible after an assessment of their needs.

A further assessment will be done several weeks later to consider the persons long term care needs and different options.

The issue will be discussed with the person and family members and or people who are significant to determine their long-term care need arrangements.

A panel member queried the allocation of £3,453,504 to Wolverhampton Place for the Adult Social Care Discharge Fund for 2023/24 and asked the DAS if the schemes listed in the presentation could be achieved within the budget allocated. The plans for using the estimated underspend of £592,599 on the agreed schemes listed for CWC and the ICB was also queried.

The DAS commented that there will be challenges arising during the period of the Winter Plan which have not necessarily been accounted for at this stage. A decision was made to withhold some of the allocated funds to be able to respond to this situation as there is an expectation of unforeseen spend before the winter period starts.

A panel member queried the plans for responding to the workforce challenge of recruiting social workers at a time of high demand nationally for people with the required skills and experience and the plans for responding to this issue.

The DAS reassured the panel that the Council is competing for staff and commented on the recruitment challenges last year, highlighting the difficulty in recruiting people on short term contracts. The DAC added that in response to this situation additional CWC funds had allocated to the budget to help retain employees whose contracts had not ended. This approach has provided additional capacity, and this was work supported by a recruitment promotion in July 2023.



The DAS reassured the panel that lessons from last year and using national funds allocated with local match funding in more creative way. The DAS highlighted the challenge of recruiting agency staff on short term contracts.

A panel member queried the amount of funds being held back. The DAS confirmed that the amount is £400,000.

A panel queried the enhanced support offered to people who are vulnerable and with challenging needs, including those with mental health referred to in the presentation.

The Head of Adult Services advised the panel that as part of the Adult Social Care Discharge Fund there is extra funds to support P3 a local charity that supports people who are either homeless or rough sleeping in Wolverhampton.

There are members of P3 based in RWHT working with discharge co-ordinators to help people secure discharge into temporary accommodation.

The Head of Adult Services work added that the work is also supported by colleagues in Public Health to ensure people who are homeless do not stay in hospital longer than necessary, for example support with drug or alcohol addiction.

The DCCO added that the hospital focuses on prevention and offering support to people who are homeless and additional funds have given to a GP practice to work in the city centre hostel, offering appointments on site, health advice and screening to help identify needs before hospitalisation is required.

A panel queried if the number of homeless people supported was increasing or decreasing over time. The DAS agreed to check and would report back the information to the panel.

A panel member queried if there was a process for sharing local winter plan challenges and lessons learnt to give a national picture which can then be shared at the local and regional levels to improve practice.

The Wolverhampton Managing Director Integrated Care Board commented that there is a lessons learnt exercise at the end of each winter planning period. The information is used to inform plans and there is the opportunity to highlight issues with the Integrated Care System and then share these with the regional team.

In addition, there is independent work with the Kings Fund which provides another opportunity to share national best practice about what has worked well, and the information will be used in the development of the local winter plan.

The Chair thanked the presenters for the report.

Resolved:

1. The panel approved the Adult Social Care planned activity and preparedness for winter 2023 - 2024 as outlined in the Adult Social Care Winter Planning 2023-2024 presentation.
2. The Director of Adult Social Care to report back to the panel after March 2024 on the impact and progress of the new ways of working and initiatives detailed in the Adult Social Care Winter Planning 2023-2024 presentation.

8 **Principal Social Worker Annual Report**

The Chair invited Jenny Rogers, Principal Social Worker (PSW), to present the report.

The PSW advised the panel that the report is published annually. The report details an assessment of social work practice across Children's and Adult's Services during 2022 - 2023 and the main priorities for 2023 - 2024.

The PSW advised the panel that this is a joint role covering children's and adults and the main remit is the recruitment and retention of social workers and social work staff given the national challenges in this area.

The PSW is also responsible for overseeing learning and development, quality assurance. The team managed by the PSW is responsible for overseeing policies and procedures, as well as inspection activity, including now CQC assurance activity. The annual report covers children's and adults social work, but the focus of the presentation would be on adults as this is within the remit of the panel.

The PSW outlined the key areas of responsibility covered by the role and achievements and progress to date.

The PSW outlined the key priorities for 2023-2024.

The issue of recruitment and retention will remain a key priority. The PSW commented that further work planned to develop the Quality Assurance Framework and the feedback from people receiving services was seen as being central to understanding what good social work practice looks like.

The PSW highlighted the work of the team in developing the quality assurance frameworks and associated quality assurance activity for Adults, SEND and Children's Services.

The PSW also the plans to support the wellbeing of social workers by looking at a trauma informed approach across the service. The work will cover trauma informed supervision, training for social managers, and seeing what more can be done in terms of policies and procedures to reduce the risk of secondary trauma and provide help and support. The PSW highlighted the issue of secondary trauma as important area of work.

The DAS commented that the role of PSW is a statutory role and there is a commitment to keep the independence of the role to allow. The DAS commented on the critical friend role of the PSW in reviewing and raising concerns about policy and decision making. The DAS highlighted an example where she was challenged by the PSW to ensure the Council is compliant with the requirements of the Care Act 2014.

The DAS wanted to formally record her appreciation for the work done by the PSW, highlighting examples of excellent work done during the year and that she should be proud of achievements detailed in the annual report.

The panel endorsed the comments about the excellent work and professionalism of the PSW in meeting her responsibilities.

A panel member queried the issue raised when a similar report was presented and the request at the time that the figures should be shown alongside percentages used to give context to the assessments being made. A request was made to check this information is included in future reports to the panel.

The PSW advised the panel that the comments refer to the social health check report which is scheduled to be presented at the next meeting. The report will include figures alongside percentages. The point about the current report was noted.

A panel member queried the impact on social work caseload levels because of the shortages and recruitment challenges highlighted in the report and how this was being managed.

The PSW advised the panel that the issue of casework was highlighted in the annual social work health check annual report. The importance of good supervision was highlighted and a recognition of the need to consider the complexity of the cases and the experience of the social worker. The value of good reflective supervision was highlighted as an example of the offer to social workers to understand the impact of cases.

The PSW commented that the trauma informed approach referred to in the presentation will help the service to think about the about the emotional demands on social workers and recognise early signs in terms of sickness absence which may be as a result burnout. The level of sickness absence is monitored, and support offered by the team and social work managers. The PSW added that as part of service redesign plans there will be work done to look at the skill mixing in teams and the level of demand to help reduce demands on social workers.

The Head of Adult Services added that the Councils employee assistance programmes also provides a wide range of support and advice. The service offers 24-hour access to counselling support in addition to the formal social work supervision.

A panel member endorsed the earlier comment about the inclusion of numbers alongside numbers should be used in future annual reports.

A panel member queried the policy of offering incentives to recruit and retain social workers and what would happen where someone decided later to leave the Council at a future date.

The PSW commented on the legal restrictions that apply to apprenticeships in applying such a policy. The expectation is that when people complete an apprenticeship will stay with the Council for at least two years.

The PSW added that the offer to newly qualified social workers is good and gave examples for career progression or development opportunities.

The PSW added that people will tend to leave the Council after they have qualified. In the first-year social workers have a protected workload which ends at this stage. The team is developing support for social workers to lessen the 'cliff edge' effect in the change from the first year to the second year to help them manage the extra workload.

The PSW commented that the Council wants to keep people who have joined to stay and outlined other ideas being considered to support this, for example, experienced social workers operating a buddy system to support newly qualified social workers.

A panel member queried if there is a similar arrangement with University of Wolverhampton with other universities to encourage local people to consider a career in social work.

The PSW advised the panel that the Council is working with the University of Birmingham on research projects, and this relationship led to the PhD sponsorship for social workers. Several social workers are currently working on their PhDs. This arrangement has helped to bring academics and social workers much closer together.

The PSW commented on the work done to promote careers in social work and share innovative practice on webinars and the hope is that this will attract people to consider working for the Council.

The Chair thanked the presenter for the report.

Resolved:

1. The panel supported the recommendations in the Principal Social Worker Annual report 2023 – 2024:
  - Endorse the work of the Principal Social Worker and the continued impact it has on social work practice across Children’s and Adult’s Services.
  - Approve the main priorities for the Principal Social Worker identified for 2023-2024.
2. The panel recommend that future reports include figures alongside percentages figures, where appropriate.

9 **Adults Scrutiny Panel Draft Work Programme 2023 2024**

The Chair invited Martin Stevens (DL) (Scrutiny Lead) to present the report.

The Scrutiny Lead advised the panel of the report items scheduled for the rest of the municipal year.

The panel agreed to add an update report on impact of the Winter Plan to the work programme for 2024-2025.

The Chair thanked the presenter for the report.

Resolved:

1. The panel agreed to note the annual report.
2. The Director of Adult Services to present an update on the Winter Plan to panel in 2024.



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# Performance, Budget and MTFS

Adults Scrutiny Panel  
5 December 2023

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Agenda Item No: 6

## Introduction

Budget Scrutiny for

- Background
- Draft Budget 2024-2025 and Medium Term Financial Strategy
- Our City Our Plan Performance
- Future Challenges
- Strategic Risk Register



## Background

- This presentation provides an update on the budget position and the draft budget for 2024-2025.
- Scrutiny are asked to:
  - consider and comment on the draft budget and how it is aligned to priorities of the Council
  - Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the Draft Budget 2024-2025 and Medium-Term Financial Strategy

# Draft Budget 2024-2025 and MTFS Overview

## Draft Budget and MTFS

- The 2023-2024 budget and MTFS was approved by Full Council on 1 March 2023. We reported a forecast budget deficit of £16.4 million in 2024-2025 rising to £23.1 million over the medium term to 2025-2026.
- Work has been ongoing to reduce the deficit with an update to Cabinet on 18 October 2023. The budget deficit for 2024-2025 is now projected to be in the region of £2.6 million.
- However, the budget and MTFS include efficiency targets which are held corporately totalling £6.2 million in 2023-2024, of which only £2 million has been allocated on a recurrent basis and £4.2 million is one off in nature.
- In addition, the current working assumptions include a further £2.6 million efficiency target for 2024-2025.
- Therefore, in addition to the £2.6 million projected deficit, efficiencies totalling £6.8 million is still required to be identified for 2024-2025.

## Draft Budget and MTFS

- The projected budget deficit rising to over £20 million for 2025-2026.
- Work will continue to be undertaken to bring forward proposals to set a balanced budget for 2024-2025 and deliver a sustainable medium term financial strategy.
- Budget setting process is still under way. The Draft Budget presented in these slides is subject to changes.

# 2023-2024 Draft Budget and MTFS 2023-2024 to 2025-2026 Overview

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Scrutiny Panel	2023-2024 Gross Expenditure Budget £000	2023-2024 Gross Income Budget £000	2023-2024 Net Revenue Expenditure/ (Income) Budget £000	Pay Related growth* £000	Growth 2024-2025 £000	Savings 2024-2025 £000	2024-2025 Draft Net Revenue Expenditure / (Income) Budget £000
Economy and Growth Scrutiny Panel	16,405	(10,747)	5,658	-	-	-	5,658
Health Scrutiny Panel	30,993	(29,897)	1,096	-	(360)	-	736
Resources and Equality Scrutiny Panel	226,224	(114,443)	111,781	10,645	(4,674)	4,423	122,175
Climate Change, Housing and Communities Scrutiny Panel	88,320	(49,485)	38,835	-	15	(1,000)	37,850
Children and Young People Scrutiny Panel	262,674	(209,208)	53,466	-	1,000	-	54,466
Adults Scrutiny Panel	139,025	(43,447)	95,578	-	11,699	-	107,277
<b>Net Budget Requirement</b>	<b>763,641</b>	<b>(457,227)</b>	<b>306,414</b>	<b>10,645</b>	<b>7,680</b>	<b>3,423</b>	<b>328,162</b>
<b>Corporate Resources</b>			<b>(306,414)</b>		<b>(19,154)</b>		<b>(325,568)</b>
<b>Budget Challenge as at 18 October 2023</b>							<b>2,594</b>

- Draft revised budget for 2023-2024 does not reflect passing out 2023-2024 pay award. This is held corporately. The 2023-2024 pay award was approved on 1 November and budgets will be passed out to services over the next few months
- \* Pay related growth currently held corporately – includes provision for a 3% pay award
- \*\*projected budget deficit assuming the delivery of efficiency targets totalling £6.8 million in 2024-2025

## Overview – Uncertainties

- There continues to be significant uncertainty around
  - Future funding
  - Inflationary pressures
  - Demand for services
  - Future pay awards – currently assumes 3% in 2024-2025 and 2% for future years

**Adults**

**Scrutiny Panel**

**Draft budget 2024-2025 and MTFS**

# Draft Budget

Service	2023-2024	2023-2024	2023-2024	Pay Related growth*	Growth 2024-2025	Savings 2024-2025	2024-2025 Draft Net Revenue Expenditure / (Income) Budget
	Gross Expenditure Budget	Gross Income Budget	Net Revenue Expenditure/ (Income) Budget				
	£000	£000	£000				
Adults Assessment & Care Management East	2,879	(549)	2,330		-	-	2,330
Adults Assessment & Care Management North	1,494	(122)	1,372		-	-	1,372
Adults Assessment & Care Management West	1,269	-	1,269		-	-	1,269
Adults Assessment and Care Management MASH	807	-	807		-	-	807
Adults Safeguarding	1,040	(108)	932		-	-	932
Carer Support	939	(054)	885		-	-	885
Community Support	146	-	146		-	-	146
Director of Adults services and Additional Monies	384	(8,686)	(8,302)		-	-	(8,302)
Independent Living Service	3,142	(1,287)	1,855		-	-	1,855

- draft revised budget after reversal of one-off virements
- The 2023-2024 pay award was approved on 1 November and is currently held corporately -
- The forecast impact of the 2024-2025 pay related growth –increments, NI and potential pay award is also held corporately. Current working assumptions make provision for a pay award of 3%
- At this point in time some growth and efficiency targets are being held in Corporate Accounts and will allocated when services have identified where it needs to be reflected.



# Draft Budget

Service	2023-2024 Gross Expenditure Budget £000	2023-2024 Gross Income Budget £000	2023-2024 Net Revenue Expenditure/ (Income) Budget £000	Pay Related growth* £000	Growth 2024-2025 £000	Savings 2024-2025 £000	2024-2025 Draft Net Revenue Expenditure / (Income) Budget £000
Learning Disabilities Care Purchasing	39,747	(6,282)	33,465		4,734	-	38,199
Learning Disability Provider	5,587	(303)	5,284		-	-	5,284
Mental Health Assessment & Care Management	10,495	(1,903)	8,592		1,224	-	9,816
Older People Care Purchasing	54,026	(21,015)	33,011		4,637	-	37,648
Older People Provider Services	3,988	(106)	3,882		-	-	3,882
Physical Disabilities Care Purchasing	8,875	(2,292)	6,583		1,104	-	7,687
Community Financial Support	2,749	(609)	2,140		-	-	2,140
Commissioning and Transformation	1,458	(131)	1,327		-	-	1,327
<b>Total</b>	<b>139,025</b>	<b>(43,447)</b>	<b>95,578</b>	<b>-</b>	<b>11,699</b>	<b>-</b>	<b>107,277</b>

- 2025 draft revised budget after reversal of one-off virements
  - The 2023-2024 pay award was approved on 1 November and is currently held corporately -
  - The forecast impact of the 2024-2025 pay related growth –increments, NI and potential pay award is also held corporately. Current working assumptions make provision for a pay award of 3%
  - At this point in time some growth and efficiency targets are being held in Corporate Accounts and will allocated when services have identified where it needs to be reflected.

# Our City Our Plan Performance

# Performance Overview

## **Fulfilled lives for all with quality care for those that need it**

New indicators are included in Our City Our Plan reflecting the changing landscape of KPI's nationally

The council has seen improved and strong performance relating to how services make residents feel safe and secure and in control of their own lives, both areas in the top two quartiles of national performance.

Latest performance around how accessible information is to carers has seen a decrease. Current data in this area is set to be published shortly and it is hoped there will be improvement in this indicator based on the work linked to the Council's Commitment to the All Age Carers strategy.

# Performance Overview

**Fulfilled lives for all with quality care for those that need it**

Number of indicators	Number showing improved or sustained strong performance	Number showing decreased performance or poor performance	Number with no update in YTD
6	4	2	0

## Decreased performance

% Carers who use services who found it easy to find information about services and / or support

Workforce Turnover Rate (LA and Providers)


## No update in YTD

N/A

## Performance Overview

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Indicator	Source	Latest Pub Data	Previous Rate	LA Worst Rate	LA Best Rate	WLV Rate	Rank	DoT
% of older people (aged 65 and older) who were still at home 91 days after discharge from hospital	SALT	Oct-22	70.9%	31.9%	99.5%	75.1%	124	Improved
% of adults in receipt of long-term services who are in control of their own lives	ASC User Survey	Oct-22	73.8%	65.6%	89.3%	81.6%	14	Improved
% of adults who use services who say social care services help them to feel safe and secure*	ASC User Survey	Oct-22	83.7%	62.8%	94.9%	88.3%	48	Improved
% Carers who use services who found it easy to find information about services and / or support	Carers Survey	Oct-22	59.1%	42.0%	82.9%	54.8%	93	Declined
Workforce Turnover Rate (LA and Providers)	Skills for Care	Oct-23	19.0%	47.4%	10.0%	21.1%	26	Declined

Indicator	Source	Jun-22	Aug-22	Dec-22	Mar-23	Oct-23	DoT
% of social care users supported to remain in their own homes	Local Data	73%	71%	72%	71%	73%	

# Risks / Key areas to note

## Adults assessment and Care Management

- The increased national demand for social workers means that there are risks around filling vacant posts and the additional costs of agency staff.

## Care Purchasing

- The review process of care and support fees is ongoing and the required increase may be greater than initial modelled for the 2024-2025 budget. This market is provider led and subject to changes to inflation and National Living wage.

## Care Purchasing

- The external market for care placements is provider led and there is risk around provider failure which could increase costs to the Council.

## Earmarked Reserves

- Full list of Earmarked Reserves balances of all reserves at the end of 2022-2023 financial year were last reported to Cabinet on 12 July 2023 which can be access from:

[Agenda for Cabinet on Wednesday, 12th July, 2023, 5.00 pm :: Wolverhampton City Council \(moderngov.co.uk\)](#)

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Forecast Reserves balances for 2023-2024 will be going to Resources and Equality Scrutiny Panel on 7 December 2023.

## Strategic Risk Register

- Risks last reported to the Cabinet on 15 November 2022.
- The following strategic risk relevant to this panel:
  - Safeguarding Adults
  - Social Care Providers - Adults
  - Inadequate rating from Care Quality Commission (CQC) Inspection for Adult Social Care (ASC)
- Strategic Risk register is available at:
- <https://wolverhampton.moderngov.co.uk/documents/s256782/Appendix%206%20-%20Strategic%20Risk%20Register.pdf>



[wolverhampton.gov.uk](http://wolverhampton.gov.uk)

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# Adults Scrutiny Panel

## 5 December 2023

<b>Report title</b>	Transforming Adult Services Programme (TASP) Annual Report 2022-23	
<b>Cabinet member with lead responsibility</b>	Councillor Jasbir Jaspal – Adults and Wellbeing	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Becky Wilkinson – Director for Adult Social Care (DASS)	
<b>Originating service</b>	Adult Social Care	
<b>Accountable employee(s)</b>	Meena Dulai	Head of Adult Improvement
	Tel	01902 556754
	Email	Meena.dulai@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Adult Leadership Team	9 November 2023
	Joint Families Leadership Team	16 November 2023
	Councillor Briefing	27 November 2023
	Strategic Executive Board	28 November 2023

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### Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Review and comment on the content of the Transforming Adult Services Programme 2022-23 Annual Report.
2. Receive the 2023-24 Annual Report in November 2024.

### Recommendations for noting:

The Scrutiny Panel is asked to note:

1. The achievements and successes for this reporting year.
2. The priorities for the next reporting year 2023-24

## **1.0 Purpose**

- 1.1 The purpose of this report is to provide the Fulfilled Adult Lives Scrutiny Panel with an overview of the first Transforming Adult Services Programme 2022-23 Full Annual Report (see appendix 1) including key achievements, progress against outcomes and priorities for the next reporting year.

## **2.0 Background**

- 2.1 The 2022-23 Annual Report is the second for the Transforming Adult Services Programme (TASP).
- 2.2 The programme has been established since 2016. Good governance and strong leadership remain the constant with the TASP Board committed to improving services for adults in the city and ensuring that people can live long, healthy, and independent lives.
- 2.3 Adult Social Care continues to face national, regional, and local challenges, having to navigate services through reform, recovery from a global pandemic, winter pressures, integrated care and increasing demand with an ageing population.
- 2.4 In meeting these challenges, TASP Board members have taken the opportunity to reflect and refresh the programme and continue an innovating transformation journey working collaboratively and creatively, both internally and externally, to achieve its vision.
- 2.5 Now also working alongside delivery partners IMPOWER, both the Adult Leadership Team and the Board have been leading the way on a 'test and learn' approach at pace and in real time, to try new ways of working with emerging results proving positive.
- 2.6 This second Annual Report documents examples, case studies and project successes for 2022-23. The first two years of transformation has seen projects close, new projects initiated and test and learn pilots in delivery, all aligned to the vision for TASP and the seven agreed programme outcomes.
- 2.7 The programme is also now part of a developing Portfolio of programmes as part of the Families theme within City of Wolverhampton Council (CWC).

## **3.0 Progress, options, discussion, etc.**

- 3.1 This second report opens with a response to an assurance exercise done in 2022 evidencing how the programme self-assessed the quality, and compliance of its projects.
- 3.2 The report goes on to list the many achievements from this reporting year and then shifts its focus to the future with many TASP projects at the start of their lifecycle or 'in flight' as part of an IMPOWER test and learn pilot.

- 3.3 The report continues with an SRO appraisal which captures praise for positively moving the programme forward whilst recognising that the foundations to a successful programme need to be further embedded as TASP matures - a shift to test and learn has supported that in the last year.
- 3.4 Then comes the focus on outcomes. TASP has seven agreed outcomes, five aimed at providing a clear scope for transformation projects, two aimed at contributing to wider service transformation with use of a project framework.
- 3.5 Successes this reporting year include:
- 3.5.1 Delivery of eight disability training development days to the locality social care workforce.
- 3.5.2 Preparation and planning for the 'go live' of Eclipse Adults: 105 sessions took place with the business to capture bespoke system requirements and to test the solution, 360 workers trained on the Eclipse system, 66 letter / output templates created ready for go live.
- 3.5.3 One Wolverhampton Care Closer to Home Strategic Working Group: establishment of a partnership scheme (CWC and Health) to extend the scope of the Care Coordination Service so more agencies are involved early on in navigating care options for people, a Falls Pick Up Service jointly commissioned to reduce the need for ambulance call outs, joint working to further improve the Discharge to Assess process including better data sharing.
- 3.5.4 Work with delivery partners IMPOWER to mobilise a test and learn plan to transforming services at pace - starting with Conversations at the Front Door and Maximising Independence (under 65s).
- 3.5.5 Ongoing benefits realisation from the Community Equipment Redesign project including improved rates of equipment refurbishment, delivery, and budget management.
- 3.5.6 Partnership approach to Technology Enabled Independent Living with Adult Social Care priorities under this agenda already developed through the commissioning of ReThink Partners.
- 3.5.7 £2.5 million spent on collaborative initiatives between CWC, Health and community partners under the Adult Social Care Discharge Fund (ASCDF) with lessons learned informing the 2023-24 round of funding.
- 3.5.8 Wolverhampton selected as one of only six local authority Adult Social Care Reform Trailblazers.
- 3.5.9 The first two Participation posts agreed, recruited and in post focussing on co-production activity across Adult Social Care.

3.5.10 TASP contributing to the governance and shift to a Families Portfolio of programmes and projects.

3.6 Finally, the report concludes with priorities for 2023-24 which include ongoing delivery of the programme, upscaling test and learn interventions and doing more to learn from projects that experience setbacks and how to avoid them in the future.

#### **4.0 Questions for Scrutiny to consider**

4.1 There are no further questions for the Scrutiny Panel to consider outside of the recommendations.

#### **5.0 Financial implications**

5.1 There are no direct financial implications of this report and financial impact of the projects within TASP are discussed within the Annual Report. Any costs because of the Annual Report are met from the existing budgets attached to each individual project.

[JB/27112023/A]

#### **6.0 Legal implications**

6.1 There are no legal implications arising from the recommendations in this this report.

[TC/16112023/A]]

#### **7.0 Equalities implications**

7.1 TASP remains committed to equalities, diversity, and inclusion. Each project agreed under the programme, and in accordance with the corporate project management methodology, must complete an Equalities Impact Assessment (EIA) which goes on to be presented at a Project Assurance Group (of which Equalities colleagues are a member of).

7.2 An EIA will define the impact of project objectives in the context of protected characteristics.

7.3 An EIA at a programme level is not mandated corporately but is driven by the EIA plan within the service.

#### **8.1 Climate change and environmental implications**

8.1 There are no climate change or environmental implications arising from the recommendations in this this report.

#### **9.0 Health and Wellbeing Implications**

9.1 There are no health and wellbeing implications arising from the recommendations in this report.

#### **10.0 Human resources implications**

10.1 There are no human resources implications arising from the recommendations in this report.

#### **11.0 Corporate landlord implications**

11.1 There are no corporate landlord implications arising from the recommendations in this report.

#### **12.0 Covid Implications**

12.1 Covid-19 and learning from the pandemic will continue to inform priorities under TASP where relevant. The Board are committed to ensuring that outcomes are aligned to the care and support needs of our communities because of Covid-19 and are aligned to any longer-term priorities set by health partners.

#### **13.0 Schedule of background papers**

13.1 TASP Annual Report 2022-23

13.2 TASP Annual Report 2022-23 Supporting Presentation

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## **Transforming Adult Services Programme 2022-23 Annual Report**

### Document Controls

#### Version Control

Version	Version Date	Author	Reason for Change
1.0	October 2023	Emma Deakin	First draft
1.1	October 2023	Emma Deakin	Final version

#### Quality Reviews

Version	Review Date	Reviewed By	Role	Reviewers Comments
1.0	October 2023	TASP Board members	Board members	Include our response to learning from projects in priorities
1.1	October 2023	TASP Board members	Board members	

#### Approvals

Version	Name	Role	Date of Issue
<b>1.0</b>	<b>Becky Wilkinson</b>	<b>Sponsor and SRO</b>	<b>October 2023</b>
<b>1.1</b>	<b>Becky Wilkinson</b>	<b>Sponsor and SRO</b>	<b>October 2023</b>

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## Executive Summary

Welcome to the Transforming Adult's Services Programme (TASP) Annual Report 2022-23.



2022-23 is the **second Annual Report** for TASP. The programme has been established since 2016 and through its governance has demonstrated a determination to achieve positive change whilst having to navigate services through reform, a global pandemic, winter pressures, integrated care and increasing demand with an ageing population.

TASP Board members have taken the opportunity to **reflect and refresh** and continue an innovating transformation journey. Working alongside delivery partners IMPOWER, Adult's Leadership Team along with the Board have been leading the way in test and learn – at pace, to try new ways of working with emerging results proving positive.

**Good governance and strong leadership** remain the constant with the Board committed to improving services for adults in the city and ensuring that people can **live long, healthy, and independent lives**.

The second Annual Report documents examples, case studies and project successes as part of the last 12-months of the programme. The first two years of transformation has seen projects close, new projects initiated and test and learn pilots in delivery, all aligned to the vision for Adult Services and the **seven agreed outcomes** under TASP.

This second report opens with a response to an **assurance** exercise done in 2022 evidencing how the programme self-assessed the **quality**, and **compliance** of its projects.

The report goes on to list the **many achievements** from this reporting year and then shifts its focus to the future with many TASP projects at the start of their lifecycle or 'in flight' as part of an IMPOWER pilot.

The report continues with an **SRO appraisal** which captures praise for **positively moving the programme forward** whilst recognising that the foundations to a successful programme need to be further embedded as TASP matures - a shift to test and learn has supported that in the last year.

Then comes the focus on **outcomes**. TASP has seven agreed outcomes, five aimed at providing a clear scope for transformation projects, two aimed at contributing to wider service improvement with use of a project framework.

Successes this reporting year include:

- **Delivery of eight disability training development days** for 200 employees across the locality social care workforce
- Preparation and planning for the 'go live' of Eclipse Adults: **105** sessions took place with the business to capture bespoke system

- requirements and to test the solution, **360** workers trained on the Eclipse system, **66** letter / output templates created ready for go live.
- One Wolverhampton Care Closer to Home Strategic Working Group: establishment of a **partnership scheme** (CWC and Health) to extend the scope of the Care Coordination Service so more agencies are involved early on in navigating care options for people, a **Falls Pick Up Service** jointly commissioned to reduce the need for ambulance call outs, **joint working** to further improve the Discharge to Assess process including better data sharing.
  - Work with delivery partners IMPOWER to **mobilise a test and learn plan to transforming services** at pace - starting with Conversations at the Front Door and Maximising Independence (under 65s).
  - **Ongoing benefits realisation** from the Community Equipment Redesign project including improved rates of equipment refurbishment, delivery, and budget management.
  - **Partnership approach** to Technology Enabled Independent Living with Adult Social Care priorities under this agenda already developed through the commissioning of ReThink Partners.
  - **£2.5 million spent on collaborative initiatives** between CWC, Health and community partners under the Adult Social Care Discharge Fund (ASCDF) with lessons learned informing the 2023-24 round of funding.
  - **Wolverhampton selected as one of only five** local authority Adult Social Care Reform Trailblazers
  - **The first two Participation posts agreed, recruited and in post** focussing on co-production activity across Adult Services.
  - TASP contributing to the **governance and shift to a Families Portfolio** of programmes and projects.

A financial summary is included that reports the **investment in a transformation project and programme team** valued at £466,000.

Finally, the report concludes with how the team and the Board have **acknowledged learning from the past year** and priorities for 2023-24 which include ongoing **delivery** of the programme and upscaling test and learn interventions.

Unresolved risks as seen in the report are and will continue to be managed by the Portfolio and Programme Managers in consultation with the TASP Board.

## 1. Background and Context

Since the introduction of the Care Act, Adult Social Care services throughout England and Wales have been on a journey to ensure that they are able to deliver quality services with positive outcomes for people who need care and support – all in line with new legislation.

Nationally, the sector has faced significant challenges in the past few years, particularly financially through reform, managing winter pressures in partnership with the NHS and the ongoing recovery from the Coronavirus pandemic.

In meeting these challenges, Wolverhampton continues to embrace the opportunity to transform through working collaboratively and creatively, both internally and externally, to achieve its vision.

This 2022-23 Annual Report is the second for the Transforming Adult Services Programme (TASP).

Following a programme refresh in early 2021, an updated and repurposed TASP Mandate, including vision and outcomes, and for the first time, a detailed programme business case was approved by the Board.

From this, the first TASP Annual Report was produced to evidence the ongoing transformation journey for the service and to celebrate successes and learning with stakeholders.

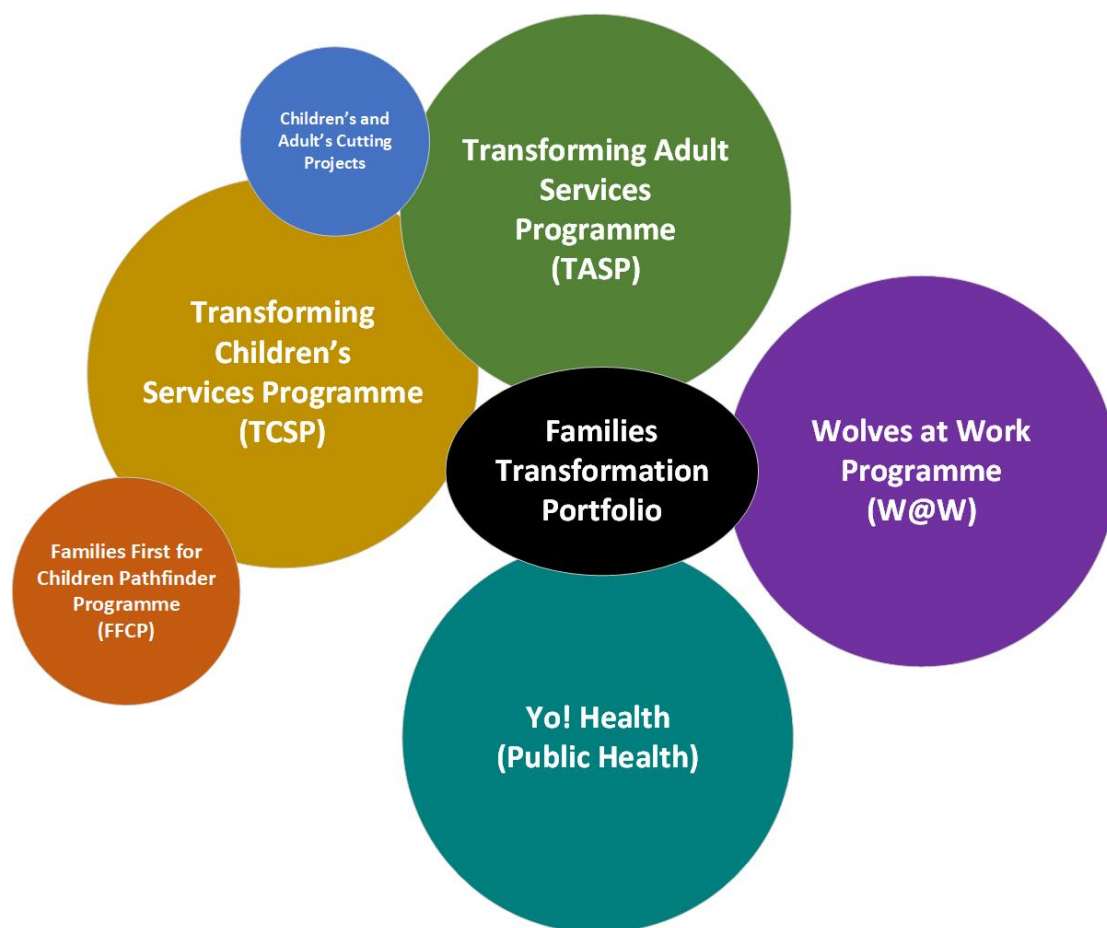
In 2023, TASP began work with delivery partners IMPOWER who are collaborating with both the leadership and transformation teams to try new ways of working using a test and learn approach in line with the broader vision for the service. Test and learn will allow Adult Services to see if positive impact on demand for services can be achieved at pace with a view to upscaling interventions that evidence this.

The programme is also now part of a developing Portfolio of programmes as part of the Families theme within City of Wolverhampton Council (CWC).

### 1.1. Families Portfolio of Programmes and Projects

The Families theme grew for a second time in 2023 from Children's, Adult and Education services, to now include Public Health, Skills and Employment and Adult Education.

This growth presents a strategic and operational opportunity to jointly work on priorities that benefit whole families across the city and to collaborate at a project and programme level to ensure a coordinated approach to delivering change across the theme.



As part of this, and recognising the successes achieved through TASP, senior leaders have been looking into how this learning can be shared and applied across organisational themes, specifically how the project and programme framework is used within Families and how this could strengthen assurance across the organisation.

### **The Strategic Matrix Leadership and Assurance Challenge:**

1. To ensure the right things are looked at, at the right time, by the right people.
2. To ensure that the assurance of key projects is being effectively delegated, with the right level of oversight.
3. To ensure the organisation is well-connected in terms of understanding strategic overlaps and opportunities for collaboration.

### **What works in Families:**

- ✓ There is a central point of strategic assurance via Families' Joint Leadership Team.
- ✓ Strong leadership team arrangements are in place and provide a space to develop new ideas before channelling to other strategic/political forums.
- ✓ There is good understanding at a leadership level of service development vs transformation vs business as usual.
- ✓ New ideas are routinely discussed.
- ✓ There is a properly scoped performance framework for Families.

- ✓ Project Managers and Project Support Officers are funded on a recurring basis to coordinate programme and project level governance and to manage/support delivery of key projects – resource from other key business services including Finance and Data & Analytics is also a key part of the arrangements.

**How these principles are now being applied elsewhere:**

An Economy and Investment Board has been established to mirror the strategic assurance arrangements of JLT. The functions of this Board will:

- Be a central point of strategic assurance via a matrix leadership group including representation from Families.
- Provide a space to develop new ideas before channelling to other strategic/political forums.
- Develop a strong understanding of programme/project methodology vs internal transformation and business as usual.
- Develop a clear pipeline of new ideas.
- Develop a holistic performance management framework.
- Ensure sufficient operational resource is in place, properly funded and connected to key organisational governance principles to effectively coordinate and to manage/support delivery of key programmes and projects.

**2. TASP Health Check**

Ahead of composing the second TASP Annual Report, the programme team carried out a full programme health check assessing the quality and compliance of project information against corporate requirements and expected standards.

The purpose of this health check was to assess if information on TASP projects stored centrally on the corporate Project Management system Verto, could withstand scrutiny from internal or external audit.

This health check was also validated by the programme’s Internal Audit Board member.

The summary findings recommended and endorsed by the TASP Board were:

- ✓ Good standard for compliance
- ✓ Good standard for quality (with minor remedial action)

Several themes were identified during the health check with recommendations made to improve the quality of information held on TASP projects. These are outlined below alongside how they have been actioned over the last year:

Theme	Action taken
The Transformation team to work on immediate improvements to ensure up to	<b>Complete</b> – all project information identified as being in need of remedial action was updated



Theme	Action taken
date and accurate information is recorded in and linked to the Verto system.	
The transformation team to bring together key themes and better understand if any training and development is required for the team.	<b>Complete</b> – business case development was identified as an area for improvement. Business cases are now more co-produced with the service with SME input as they develop. They also go through a more thorough scrutiny process with all key documents received by a leadership team in advance of approval at the TASP board. Feedback from the corporate Project Assurance Group (PAG) has included ‘the best written business cases seen at PAG are from the Families Theme’
Share this health check approach with the wider Projects and Change management team to identify opportunities for improvements across the service.	<b>Complete</b> – the approach was shared with the corporate PMO. The PMO already has a process for project health checks and the approach undertaken by TASP strengthens this.
Ensure project SROs are informed on the health of individual projects and are in support the process of improving compliance and quality of project information.	<b>Ongoing</b> – this is led by the corporate PMO and is usually targeted at projects that are at risk of going off track. TASP Project managers continue to work closely with project SROs to ensure compliance and accuracy of project information.
An annual programme health check to ensure consistent standards and ongoing improvements.	<b>Ongoing</b> – this has moved to a bi-annual health check due to the time it can take a project to move through its lifecycle, this can sometimes happen over several reporting years. This change is mitigated by the more frequent spot checks carried out by the corporate PMO.

The TASP health check recognised both good and best practice in our project and information management and is one of only two programmes corporately, along with the Children’s Services Transformation Programme, to carry out a detailed health check with a focus on quality as well as compliance.

This exercise will be carried out bi-annually to capture the quality of information as projects go through the project Lifecycle.

### 3. TASP Vision

**Empower      Ensure      Encourage      Enable**

*The Transforming Adult Services Programme will have **people** at the heart of all its activity – from the voice of **individual person** who is accessing*



our support, or the **family member** who works around the clock to care for a loved one to the **team** who continuously go above and beyond in their duties and the many **community groups** and **volunteers** that deliver crucial services on our behalf.

Our approach to transformation will be **innovative, bold** and **creative**. We will continue to **embrace new ways of working** with our communities to deliver **equitable** and **sustainable** services right across the city that are based on **knowledge** and **need**.

Through the transformation programme, we will continue to **work together** with our partners in health and the third sector and work internally as **OneCouncil** to deliver the very best quality and personalised care that maintains **independence for adults**, keeps them **connected** to a support network and **safeguards their welfare**.

Our **workforce** will be one of **stability** and **skill** and who share the vision for transformation. We will give them the tools and resources they need to be the **best in their field** and our practice model will enable **confidence** and **trust** for both our organisation and the people we support.

**Technology**, data analysis and digital transition will be immediate priorities. Adult Services will lean on national, regional, and local **best practice** to be **brave in its approach** to assisted living. Aspiring to be at the forefront of technology enabled care, Wolverhampton will explore a variety of ways to support adults and ensure **inclusion** at all stages.

Driving the transformation programme will be a **robust market position statement, financial rigor** and **strong, transparent leadership**.

Finally, through the Board and its associated transformation projects, we will strive to **effectively communicate** with key stakeholders' our **progress, successes**, and embrace **continuous learning**.

#### 4. Key Achievements: April 2022 to March 2023


Over the last reporting year, below are some of the significant highlights from across the programme:

- ✓ **Learning and physical disability development days** delivered to social care staff in **all localities** as part of Disability Model Transformation Project
- ✓ Wolverhampton selected as an **Adult Social Care Reform Trailblazer** to pilot the proposed changes to the Care Cap and Fair Cost of Care
- ✓ Eclipse Adults care record system go live planning – **user acceptance testing, data migration, system configuration and staff training**.
- ✓ Initiation of the Families Front Door project – the **first cross cutting** project for Adult and Children's Services

- ✓ **Continued preparation** for changes to Deprivation of Liberty Safeguards (DoLS) to Liberty Protection Safeguards (LPS) despite a national delay to changes in legislation.
- ✓ Delivery partner IMPOWER on board with implementing a **test and learn approach** to transformation.
- ✓ Preparation for the first two test and learn pilots: **Conversations at the Front Door and Maximising Independence 18 – 64**.
- ✓ **Successful delivery of the Adult Social Care Discharge Fund (ASCDF)** working in partnership with health.
- ✓ Commissioning of Re-Think Partners to work with Adult Services on its **vision for technology enabled independent living**.
- ✓ Transfer of the Telecare Transition to Digital project to commissioning following a **detailed and thorough options appraisal**
- ✓ Agreement to recruit the **first Adult Participation posts** to lead co-production initiatives across the service.
- ✓ Responsive Commissioning **project concept agreed**.
- ✓ One Wolverhampton **priority refresh and ongoing collaboration** with system partners including Adult Services
- ✓ Transition of the **Wolverhampton Cares** initiative to business as usual
- ✓ Extensive **provider engagement and collaboration** on the Fair Cost of Care leading to the publishing of the Market Sustainability Plan (MSP) for Wolverhampton

## 5. TASP SRO Appraisal

**As SRO, how do you feel the programme is continuing to perform following the last annual report?**

 *In this reporting year, both Adult Social Care and the transformation programme have continued to face change and challenge - financial pressures, the reintroduction of CQC Inspections, ongoing reform, the continued impact of Covid on communities, particularly during our winter planning period and the day-to-day demand for services. That said, the TASP Board have continued to drive forward a change agenda using new and innovative delivery methods.*

*The commissioning of delivery partners IMPOWER for a second iteration of transformation has taken us down the path of 'test and learn'. This approach recognised the opportunity that short-term interventions provided to quickly test new ways of working, measure impact and strategically agree the upscaling possibilities. This not only offered an alternative to the way projects are delivered under the transformation programme, but also gave the leadership team some flexibility to support change whilst continuing to manage operational services.*

*Despite our plans looking different to anticipated in 2022-23, we have continued to deliver under the programme. It would be unfair to not describe the huge amount of work that has gone into planning and preparing for our Eclipse system implementation and the fact the Wolverhampton was selected as one of only six national trailblazers to test proposed reforms - testament to the assurance policy leaders have in our authority.*

**As SRO, how do you feel that programme has responded to the priorities set in 2021-22?**

*It has been important as SRO and DASS to support and enable the conditions for transformation success and our work with IMPOWER is evidence of this, giving leaders the space to think outside of the box and try something new.*

*We have continued to work in collaboration with our partners and the work delivered locally through the Adult Social Care Discharge Fund was a leading example of this. Partnership working, pace and clear governance allowed us to jointly spend the government's investment in a way that added capacity to the system during its busiest time of the year. Working together kept people safe and well before, during and after a hospital stay.*

*Our strategic ambitions for matrix working have strengthened with integration between Adult and Children's Service, this has expanded with the growth of the Families theme corporately to now include Public Health and Skills and Employment and Adult Education. I want the reach of Adult Services through our matrix approach to only go further.*

**As SRO and on behalf of the Board, what are the transformation goals for the next reporting year?**

*Co-production and compliance remain a priority, and I see TASP as an enabler to these.*

*I have ambitions to put Wolverhampton on a local, regional, and national stage through our partnership working and our strong relationships with networks such as ADASS and the LGA.*

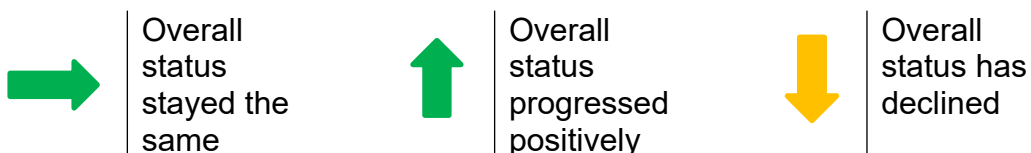
*I am eager to see the outcomes of our test and learn initiatives and how improved ways of working continue to support adults across the city to live healthy, happy, and independent lives.*












Becky Wilkinson  
Director for Adult Social Care  
Programme Sponsor and DASS

**6. Programme Dashboard**

As of March 2022:



Project	Gateway	Trend from 2022	Comments
Eclipse Adults and Finance	Delivery		Project on track following an agreed extension to July 2023 for 'go live' following updates to the project plan.
Disability Model Transformation	Business Case		Project on track with the development of its business case with a planned move to delivery from April 2022.
Charging Reform Trailblazer	Business Case		Project on track and developing its business case based on the MOU with DHSC for trailblazer funding. Delivery continues regardless due to pressing timescales.
Technology Enabled Independent Living Strategy	Delivery		Project on track at point of reporting. Status has moved to amber in the preceding reporting year and will feature in the 2023-24 Annual Report.
Telecare Transition to Digital (TTD)	Closure		Project transferred to business as usual after recommendations from an options appraisal approved by the leadership team.
Early Help and Prevention Project	Options Appraisal		Project transferred into IMPOWER test and learn intervention. Will feature in the 2023-24 Annual Report.
Families Front Door	Delivery		Project on track and moved into Delivery having completed its appraisal and business case
Responsive Commissioning	Delivery		This project moved into delivery in January 2023 following the commissioning restructure. Work has also started with IMPOWER to introduce the concept of Responsive Commissioning with the new team.
Co-production Approach in Adult Services	Closure		This project has transferred to business as usual following the agreement at Joint Leadership Team to recruit into two new Adult Participation posts.

## 7. Outcomes

### 7.1. The Framework

Strategic	Fulfilled lives for all with quality care for those that need it			
Service	Empower	Ensure	Encourage	Enable

TASP	Improved models of community care
	Improved, increased, and equitable joint funding across health & ASC
	Improved use of digital technology to deliver and or enable care services
	Increased independence for all adults
	Improved integration between agencies
	Improved Co-Production
	Increased assurance of compliance with statutory duties

## 7.2. The Projects

### Disability Model Transformation Project (DMT)

The aim of the DMT project was to improve the workforce's understanding of funding pathways when putting care plans in place that involve health and to highlight strengths and gaps in services to inform responsive commissioning and proportionate and co-ordinated support choices.

The project further aimed to enhance the skills, knowledge, and confidence of the workforce, enabling them to understand what a good life looks like for disabled and autistic younger adults and to better plan and deliver good quality support, with more choice and control for each person.


Over the 18-month lifecycle the project delivered the following:

Objective	How
Improved skills and awareness amongst the workforce to better support young adults with learning and or physical disability	Quality and content of training packages encompasses practice and knowledge enhancement.  Clear and accessible process guidance notes
Improved processes and a better understanding of funding pathways process that lead to financial resilience	Efficiency in agreeing partnership funding and packages of care that meet needs better.  Efficiency in financial processing Clear and accessible process guidance notes  Improved planning with the person and families
Improved use of insight and performance intelligence and feedback to inform service decisions.	New set of finance, demographic, and outcome data to inform planning and manage service delivery in an accessible dashboard format.
Improved understanding and management of budgets, leading to reduction or prevention of budget overspends	New financial reporting data set and process



Over **200 employees** took part in eight Disability Development Days that focussed on LD and PD social work skills and confidence, funding pathways and transitions.

### Social Workers said:

-  *“The workshops increased my knowledge and understanding of the challenges around LD and PD for service users.”*
-  *“I have gained a broader understanding of connecting to wider community resources such as carers support, community pathway support and housing support.”*
-  *“The workshops have helped in identifying individual gaps in knowledge and understanding around disabled young people and adults.”*
-  *“The workshops facilitated positive team working and making connections helping to build knowledge.”*
-  *“Learning about different grants and funding will help to facilitate a better quality of life”.*
-  *“The development workshops provided the opportunity to meet the new Shared Lives provider”.*
-  *“Development workshops enabled learning from the lived experience from people who use the service”.*

During the DMT closure, the Project Steering Group recognised that achieving a balanced budget through more equitable funding for young adults with learning of physical disabilities from across health had many dependencies on the commissioning model for provision. Therefore, it was recommended and agreed that this element of the project business case be transferred to the Responsive Commissioning workstream of TASP.

## OneWolverhampton: Care Closer to Home



**OneWolverhampton**

Working together for better health and care

**OneWolverhampton** is the City’s Place Based Partnership (PBP). **Care Closer to Home** currently functions as a Strategic Working Group within the partnership. Membership is made up of CWC, OneWolverhampton and health.

The group’s priorities are to:

- Enhance integrated care coordination functions.
- Expand services in the community that provide alternatives to urgent hospital care.
- Ensure effective and appropriate discharge from hospital.
- Deliver a high-quality care home offer.



- Support people to age well
- Deliver a high-quality palliative and end-of-life service.

Progress of the group so far has included:

- ✓ A partnership scheme of work between CWC, RWT and West Midlands Ambulance Service to offer the right care, at the right place, at the right time through widening the scope of the Care Co-ordination Service. This will ensure that people can be navigated to appropriate services based on their needs. Multi-agency working and co-located working will likely include mental health and community and voluntary sector. The scheme offer opportunity to work collaboratively across organisation boundaries to deliver personalised services or signpost people to appropriate support.
- ✓ Falls have been highlighted as a particular concern for Wolverhampton. To combat this, several services have been mobilised under the Care Closer to Home Group. This has included a falls pick-up service, commissioned by CWC and delivered in partnership with adult community nursing and rapid NHS therapy services. This enabled the trial of a holistic approach where clinical assessment served to reduce the need for ambulance call-out and conveyance, and an identification of any immediate risks to reduce further falls through OT support.
- ✓ A workshop to discuss improved collaborative working as part of the Discharge to Assess (D2A) process. This formed several recommendations based around communication, process, and sharing of data and best practice. This work will form a task and finish group co-chaired by the Senior Matron for Adult Community Services and Service Manager from CWC.

With delivery of the above initiatives taking place in 2023, impact will feature in the 2023-24 TASP Annual Report.

### Co-production in Adult Services



**Milestone achievement:** the first two Participation Officers for Adult Services have been agreed, recruited and are now in post focussed on co-production initiatives with adults who have lived experience of our services.

Immediate co-production priorities for Adult Services include: The Local Account and our Adult Social Care website.

### Adult Social Care: Test and Learn approach to transformation

IMPOWER Consulting are working with Adult Services to support their transformation and redesign ambition through using a test and learn approach that gains momentum quickly and delivers impact at pace. The approach to test learn is to:

1. Shortlist test and learn interventions based on alignment to vision, ability to deliver and level of impact.

2. Design interventions through workshops with staff from across the service which also support co-production.
3. Mobilise teams and embed the approach.
4. Launch and iteratively design interventions, tweaking the as we learn more through daily reflective practice, tools, data and technical enablers.
5. Monitor, evaluation and upscale where relevant.

The first two agreed test and learn interventions were Conversations at the Front Door and Maximising Independence for Under 65s.

### Conversations at the Front Door

**The aim:** to explore ways to better support people contacting the council at the front door with care and support enquiries, to help them to support themselves and reduce the demand throughput to localities from Customer Services.

**The Challenge:** Locality teams presented with substantial waiting lists, within which were people who could be supported earlier with the right conversation at the right time, preventing, reducing, or delaying the need for long term support.

**The design:** Established an ASC Front Door team to work alongside Customer Services to hold Conversation 1s with multi-discipline team support, to help people navigate people to the right support at the right time.

**Emerging results:** 130 call logs completed in the first five-week period. Requests for assessments were most common reason for contacting front door with more recent contact being for personal care. **Only 30%** of contacts requesting an assessment connected to locality teams meaning more people were appropriately referred or signposted to the right team straight away to receive the right support at the earliest possible opportunity. This has reduced pressure on locality teams with positive feedback received from staff within them.



### Maximising Independence for Under 65s

**The aim:** to explore ways to better support working age adults to maximise their independence and ensure they receive the right support at the right time, including early intervention and prevention.

**The Challenge:** Exploring alternatives to long term care and support for younger adults who remain with the service for longer and to build on learning from the Disability Model Transformation project.

**The design:** Establish a virtual team (three social workers from each locality and a Service Manager) to work only with people aged 18 – 64, new to Adult Services, existing people with unplanned keeping in touch and who are 18 -25 not with the Disabled Children and Young Persons Team.

**Emerging results:** The team have been able to connect people to alternatives to long term support including housing, education, employment, and financial wellbeing services. The virtual team have been able to closer collaborate on more consistent contact handling, enhancing their knowledge of services available in the city, identifying housing barriers to prevent homelessness while also improving identification of social care needs and better track capacity and voids in system provision through a new tracker tool.

These test and learns will continue into the next reporting year with a focus now on capacity modelling to inform decisions about upscaling both pilots.

IMPOWER are working with Adult Services up until February 2024 on three more test and learn interventions:

- Early Intervention and Prevention
- Keeping in Touch
- Online Offer

Their delivery support extends to transferring skills to the transformation team to sustain using a more agile approach to positive change in the future.

IMPOWER will also work with Data and Analytics on a Primed Performance Framework that will enable Adult Services to understand how people are flowing through the system and to measure the impact of change on outcomes and financial metrics.

These will feature in the 2023-24 Annual Report.

## Eclipse Adults



Eclipse Adults is a replacement care record system and has been a significant project under TASP this reporting year. The project aims to use a cloud hosted solution for all individual adult care records aligned to the 3 Conversations © practice model.

The mandatory reporting requirements now available from within Eclipse will provide Data and Analytics (D&A) with a more reliable and easier way to pull information, some of which was not directly reportable in the previous CareFirst system, at an individual person's care record level.

On checking the system ability to now pull client level data, a 99% success rate has been returned. Combining this with an improved initial assessment form will also allow a person's journey to be tracked from a consistent starting point making it much easier to report on the various stages of a person's care journey, including timescales in each stage.

This added functionality and reporting capability will provide enhanced reporting for ASC management to better inform an improved models of community care for individual's and for larger cohorts of adults.

Project highlights in this reporting period:

- ✓ 105 sessions took place with the business to capture bespoke system requirements and to test the solution.
- ✓ 360 workers trained on Eclipse.
- ✓ 66 letter / output templates created ready for go live.

## Community Equipment Re-design - Post project closure benefits

The TASP Board routinely receive post project closure reports 12 months after a project has been transferred to business as usual. The purpose of this to review the ongoing benefits that a project delivered but to also seek any further opportunities to transform services.

An example of this is the Community Equipment Redesign (CER) project which closed under TASP in 2021 bringing back a post closure project report in 2022.

The project during its lifecycle aimed to deliver a series of service improvement objectives that addressed issues facing stock, contract management, budgets, and commissioning.

Outputs of the CER project included a new service operating model, a new team structure, budget savings, revised operating procedures and a new purchasing contract.

A year on and the service has continued to realise benefits from this project including:

- ✓ 89.1% refurbishment rate levels of community equipment maintained.
- ✓ 10% increase in the volume of equipment delivered to match the increase in demand for reablement services.
- ✓ 2022-23 outturn closest to a balanced budget in four years despite significant equipment cost increases due to Brexit and the Ukraine War

Future ambitions include the use electric of vehicles for equipment distribution and to re-integrate with NHS equipment provision avoiding duplication, improving outcomes for people and benefit from economies of scale.

## Technology Enabled Independent Living

Rethink Partners were commissioned by CWC in 2022 to support the development of its vision for all age technology enabled living. During the discovery phase of the project, Rethink held interviews and engagement workshops with internal and external stakeholders to address several key lines of enquiry:

- What was the understanding and awareness of the opportunities enhanced digital technology could offer?
- What was the appetite within CWC to drive this agenda forward?

The key themes that were identified included:

- **Ambition and vision** – there were clear commitments on delivering innovative technology ambitions and embedding a vision in all age care planning.
- **Governance** – identifying a lead person/partner to drive forward all age technology enabled independent living agenda was critical.
- **Purposeful partnerships** – there was a strong desire to work in partnership with agencies to provide a system technology offer under a shared strategy.
- **Culture and practice** – there was an understanding on the benefits of technology enabled independent living but a fear of getting it wrong and moving away from person based care.
- **Data** – there was a clear need for data informed technology initiatives to assess urgency of need and identify where impact could be achieved using technology in care planning.

Following on from time spent with Rethink, the first agreed step has been to engage with system partners on taking technology enabled independent living forward *together* under a shared vision.

Two workshops have taken place that have sought to map the current system technology offer followed by identifying the gaps and most importantly, *how* we can address them through joint working, funding, and commissioning.

This project also presents a huge co-production opportunity for technology pilots to be designed with people demonstrating locally that technology can keep people independent and living in their own homes for longer.

Plans are emerging and will feature in the 2023-24 Annual Report.

## Adult Social Care Discharge Fund (ASDCF)

In September 2022, the government launched its Adult Social Care Discharge Fund which provided an additional £500 million nationally to accelerate the safe discharge of patients from hospital into social care and recruit and retain care workers to support people who no longer need to be in hospital.

Wolverhampton Health and Wellbeing Board received a grant of £2.5 million to deliver a series of schemes that protected services from an increase in demand over the winter months when there is typically more admissions to hospital and importantly, to ensure people received optimum, timely and appropriate levels of care.

CWC very quickly established a partnership task and finish (T&F) effort with health to jointly commission and mobilise schemes that added capacity to the health and social care system during a period of peak demand.

The focus of the T&F group was to use the ASDCF to prevent people from being admitted to hospital, ensure people were quickly and safely discharged from hospital and to provide provision and support post hospital discharge to re-able and regain independence reducing the likelihood of a further hospital stay – all whilst enabling balance in the system and not tipping one part of it over to safeguard another.

Collaborative working led to the mobilisation of 28 schemes across health and social care that ranged from additional capacity in reablement and community services to more social workers and block booking of residential stepdown beds that supported quicker hospital discharge.

The fund was spent in its entirety and the successes included:

Scheme	Success
HARP (Home Assisted Reablement Programme)	25% increased capacity for reablement to support discharge compared to the previous 2 years.  <i>“When my husband came home from Hospital the Manor hospital he had a fracture to his pelvis and was struggling to get about, however with prompt assistance of HARP and all the equipment very quickly supplied he gradually became more mobile and I feel able to take care of him again, many thanks to all the helpers“.</i>
Additional Community Occupational Therapy capacity	Two Occupational Therapists Assistant students recruited from Wolverhampton University.  Use of existing CWC employees working additional hours expanding the service to six days a week.  At the end of the scheme in March 2023 the waiting time for assessments had been reduced to 1 day a reduction of 6 days from the start date.

Scheme	Success
Carer Support Team and Community Support	<p>Scheme was effective in working with hospital staff to identify people who would benefit from initial short-term low-level community support or connection to the carer support team.</p> <p>78 individuals were offered and accepted support and families were signposted to support agencies.</p> <p>Success in developing networks, joint working, fostering an understanding of the types of services the community can offer and partnership working.</p> <p>Having a presence at huddles and on hospital wards was key to working with other professionals and linking families to support.</p> <p>Better knowledge and understanding of some of the complex challenges and the required skills and knowledge to overcome barriers to hospital discharge and support individuals to return home.</p> <p><i>Mr E age 62 was admitted to hospital in Dudley. Mr E was medically fit to return home but required a particular pressure mattress, the wait for the mattress was 2 to 3 weeks. Community Support purchased a mattress directly and put in place meals on wheels to support Mr E when he returned home. Purchasing the mattress and meals offer for £354 saved on the additional time and cost that may have accumulated had Mr E spent more time in hospital waiting for the equipment to be delivered to his home. Returning home sooner also supported Mr E's continued recovery. Mr E said, 'I'm really grateful, I just wanted to get home when I felt fit and better'.</i></p>
Enhanced Homeless Discharge Pathways	<p>Successful discharge of 44 individuals from hospital who have not been readmitted since. All individuals registered with GP and discharged to suitable accommodation.</p> <p>Relationships built with external professionals and partnership working with hospitals.</p> <p><i>I am a patient flow assistant currently based at New Cross Hospital. I work across all wards and have some complex discharges to support. I would like to give 100% positive feedback regarding homeless patient support and patients who are already supported by the P3 homeless charity".</i></p>

Scheme	Success
Rethink – Mental Health Inpatient and Community Support	<p>In the pilot period the team supported 26 patients, the 'My Recovery Journey' document is slowly introduced to the patient whilst in hospital to support with planning and an eventual discharge from hospital back to community support.</p> <p><i>Very good service and supportive, Approachable, and willing to hear and answer any question. Can work with in-reach staff alongside other agencies who are present at the ward. I can talk about things that bother me, especially when I am discharged. (D)</i></p> <p><i>I feel this is a brilliant service, the staff are helpful, supportive, and approachable. I now know who to approach when I feel nurses are not listening to me, I can approach Burhan and Sheena. I would like to join peer support groups eventually, build my social contacts when I am back into the community. (R)</i></p> <p><i>Informative, friendly, and working positively with the community. Especially with people who have experience of mental illness. (N)</i></p>

The feedback and lessons learned from the ASCDF were extensive. Some of the areas for improvement centred around processes including procurement regulations and recruitment of temporary staff with the skills needed for short contracts. Having clear governance and administrative support as enablers to partnership working were also recognised as critical.

The evaluation of schemes and lessons learned will inform the plans for the 2023-24 ASCDF valued this year at £3.5 million.

### Adult Social Care Reform Trailblazer

CWC was one of just six local authorities approached in January 2022 to 'trailblaze' parts of the government's proposed Adult Social Care Reforms. The purpose of the Trailblazer was to give the Department of Health and Social Care (DHSC) an opportunity to test how the reforms would work in practice and identify and share best practice across all Local Authorities ahead of national roll out.

The purpose of the Trailblazer was to test the proposed reforms to Adult Social care specifically the outputs associated with implementing a 'Care Cap' and delivering a 'Fair Cost of Care' exercise.

As a Trailblazer, CWC received funding of £758,332 specifically for:

- IT system change
- Funding for early assessments of self-funders
- Funding for the means test changes and cap costs.



- Funding to help move toward a fair cost of care.
- Sharing and reporting of information and data with the Department team and other LAs
- Participation in the insight generation and evaluation process
- Contributing to events and sharing learning on behalf of the DHSC

On the 17 November 2022 as part of the Government's Autumn statement, there followed an announcement on the delay to the reforms until at least 2025. Despite the Trailblazer closing formally as a project, there was a significant amount of work delivered to meet DHSC requirements and most importantly, learning to take forward into the service.

What was delivered:

- ✓ Fast mobilisation of a large, complex compliance governance internally to CWC and externally with the Department of Health and Social Care (DHSC).
- ✓ Extensive engagement with providers for Home Care and Care Homes to complete a Fair Cost of Care exercise.
- ✓ Creation and publishing of a Market Sustainability Plan.
- ✓ Recruitment of social care staff in preparation for self-funder assessments.
- ✓ Market warming for a technical self-assessment solution.
- ✓ Connections to the wider support network for Trailblazers including ADASS and the LGA.
- ✓ Auditable project documentation that will prepare CWC for any reintroduction of the reforms.

What was the learning:

- Bring together multi-disciplinary project teams as early as possible
- Digital transformation needs to be ambitious and the earlier you start the better
- Co-design between all key stakeholders is a priority.
- Working with the other Trailblazers was a positive experience, coming together to push the same messages was more successful than raising issues with government departments in isolation.
- For the FCOC exercise more time was needed to do an evidence based, thorough piece of work, that is representative of the entire market.
- Communications strategy needed from the outset, with support for this from the DHSC beneficial.

The learning from the Trailblazer has been taken forward into the service through a series of actions. The most significant output is the establishment of a Self-Assessment Solution project under TASP to utilise the remaining Trailblazer funding.

## Families Front Door Project

The Families Front Door (FFD) Project went into delivery in February 2023. It is the first cross cutting project for the Families Portfolio spanning across Adult's, Children's, and Education services. Whilst impact will be seen in the 2023-24 reporting year, this Annual Report provides an opportunity to look forward at what is aimed to be achieved through the project.

The aim of FFD is to offer a single, seamless, and coordinated front door into whole family services for adults and children.

Some of the key deliverables that are likely to positively impact a system approach to working with families at the first point of contact are:

- A single route for families across the city into advice, guidance, signposting, and referral - at first point of contact and most importantly, as early as possible.
- Behind the front door a knowledgeable and professionally curious workforce who will be equipped and skilled to consider both primary need and secondary needs of people of all ages enquiring about support.
- Access to resources and information that allow staff to point people to community assets and commissioned providers - those who understand local communities and can provide a needs-based service when a statutory intervention isn't required.

### What might a front door enquiry look like?



An enquiry from a carer requesting an assessment for an older person who when asked the right questions is connected to a community service and the carers support team avoiding the need to have a social work conversation.



An enquiry from a parent who needs help for a disabled child, not only do they receive the right information about the right pathway to support at the same time they are connected to Carer's Support and pointed to online information about events across the city specifically for children with disabilities.



An adult who is elderly but independent enquires about a Blue Badge application and at the same time is also advised on other benefits they might be eligible for through one application.



An enquiry from a single Mum asking about what support is available with money is offered immediate support via a food parcel and household support money. Alongside this, the expert at the front door is professionally curious and asks appropriate questions about employment and budgeting and Mum is then directed to advisors in the financial wellbeing team to consider the longer-term financial stability options.



By asking the right questions at the right time and having access to the right resources and tools, the Families Front Door will contribute to managing demand, early identification of need, effective sign posting to other appropriate services and helping people with issues they might not realise they have. This will be done by looking across a whole system of provision through the lens of a family and understanding what the right pathway to support is.

## 8. Learning

**Conditions for success** – the last reporting year for TASP has allowed for reflection, at various levels, on how to manage projects and balance the need to delivery change in a structured way that would withstand audit, but that also gives service areas the space and capacity needed to continue managing operational services. The introduction of delivery partners IMPOWER has been a significant step forward in providing that capacity and turning projects on their head by delivering a real time proof of concept in a short space of time.

To look at sustaining this approach going forward and without superseding our corporate methodology to delivering projects, IMPOWER will continue to work with the leadership team and the programme team on the principles of successful delivery of test and learn interventions and some skills transfer sessions so that in the future, if an area of improvement is identified, an environment to test change is available, this would extend to all themes across the organisation.

**Retaining Adult Services priorities as we progress with integration** – it has been, and will continue to be, important to continually revisit the priorities of Adult Services and the vision for transformation as we move more into a 'Families' portfolio along with the growing need for integration with partners such as health.

Ensuring that social care services are delivering the best quality of care, where and when they are needed most within a much bigger system of support, particularly as we see preparations for CQC inspection, technological advanced through the ICB and our internal overlaps with other services such as children's, public health and housing, will be an important balance.

TASP will continue to be an enabler for change, with the ambition of remaining true to our vision whilst contributing to corporate and city-wide strategy.

## 9. Priorities for 2022-2023

- ❖ Further utilising a test and learn approach and working with corporate Projects and Change on what this could look like in the future.
- ❖ Upscaling existing test and learn recommendations and opportunities.
- ❖ Ensuring that TASP contributes our plans for CQC inspection and getting to good.

- ❖ Responding to learning and acknowledging when things don't go as expected but building that into improved ways of working in the future.
- ❖ Engagement with the workforce to bring them on the change journey.
- ❖ Governance review considering a portfolio of Families Projects and Programmes and
- ❖ A mandate refresh to ensure vision and outcomes remain aligned to strategic priorities and the vision for Adult Services

## 10. Programme Finance

TASP does not have a dedicated budget, each project agrees its own budget arrangements and manages its finance through individual project boards.

Project	Funding type	Spend in 2022-2023	Project purpose	Projected savings / cost avoidance	Actual savings / avoidance
<b>Eclipse Adults and Finance</b>	Capital	£340,000	Improved outcomes	None	None
<b>DMT</b>	Adults Social care budget	£44,000 see table below	Improved outcomes	None	None
<b>TEILS</b>	Adults Social care budget	No project staff cost – there was a payment of £40,000 to Rethink	Improved outcomes  Cost avoidance (in the future)	None currently identified	None to date
<b>Trailblazer</b>	Funded by specific grants	£420,000	Compliance	None	None

### Programme Team Costs:

Role	Grade	Hours	FTE	Funding source	2022-23 salary costs £
Programme Manager	8	30 (April 22 to November 23)	0.5	Adult Social Care	28,000
Portfolio Manager	9	30 (December 22 to March 23)	0.5	Met by Corporate Programmes Team	-
Project Manager 1	7	37	1	Eclipse (Adults)	61,000
Project Manager 2	7	37	1	Adult Social Care	61,000
Project Manager 3	7	37	1	Cost of Care/Trailblazer Grant Funding	61,000
Project Manager 4	7	37	1	Adult Social Care	61,000
Project Consultant 1	Day rate	37	1	Adult Social Care	44,000

Role	Grade	Hours	FTE	Funding source	2022-23 salary costs £
Project Officer 1	6	37	1	Eclipse (Adults)	49,000
Project Officer 2	6	37	1	Cost of Care/Trailblazer Grant Funding	45,000
Project Officer 2	6	37	1	Adult Social Care	44,000
Apprentice	6	37	0.5	Adult Social Care	12,000
					<b>466,000</b>

## 11. Risks and Issues

### Unresolved programme risks:

Category	Risk description	Risk Impact	Mitigation	Owner
Strategic	There is a risk that the current cost of living crisis (energy bills in particular) may impact the level of need for adult services across health and social care as we head into winter	Impacting the agreed project portfolio and programme priorities	Ensure that TASP links to other initiatives that will support our communities such as the Financial Wellbeing Strategy and respond to emerging data and findings as they present.	Becky Wilkinson (SRO and DASS)
Programme	There is a risk that the financial commitment from the service to Projects and Change for project resources may not go beyond March 2024	Impacting the ability to deliver projects under the programme that are scheduled to be delivered beyond this date.	Funding commitment made in principle to end of the programme (2025) with the request that a resources paper returns to Board annually with the projects and programmes financial implications.	Emma Deakin (Portfolio Manager)
Programme	There is a risk that the workforce might not be engaged in the transformation programme and the change proposed through projects.	Impacting the programme's ability to influence culture and behaviour and positively enable a change journey for internal audiences.	Work with Families Joint Leadership Team and Corporate Communications on an engagement post within Families to improve and increase the level of engagement with staff across the portfolio.	Meena Dulai (Hofl representing Adults)
Programme	There is a risk that integration across	Impacting the ability and capacity of both	Work with IMPOER on test and learn	Meena Dulai (Hofl)

Category	Risk description	Risk Impact	Mitigation	Owner
	the test and learn methodology might not be sustained after the work of IMPOWER completes	leadership and programme team to mobilise projects at pace.	principles, how they can be applied, skills transfer and secure support from corporate P&C on how this approach can add value to current practice.	representing Adults)  Emma Deakin (Portfolio Manager)



Transforming  
Adult Services  
Programme  
2021 – 2025

# Setting the scene

Since the introduction of the Care Act, Adult Social Care services throughout England and Wales have been on a journey to ensure that they are able to deliver quality services with positive outcomes for people who need care and support – all in line with legislation.

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Nationally, the sector has, and continues to, face significant financial challenges, all against a backdrop of integrated care, in the ongoing recovery from the Coronavirus pandemic and with incoming winter pressures on services.

In meeting these challenges, Wolverhampton has been embracing the opportunity to review and refresh its vision for Adult Services transformation by working collaboratively and creatively and by pushing the boundaries of innovation in its approach to delivering improvement, service re-design and business change.

## The programme continues to deliver against its:

- **Vision** for transformation until 2025.
- **Seven** agreed outcomes.
- **Provide a Strategic transformation narrative** for stakeholders.

# Approach to transformation

## Corporate

Several projects under TASP continue to be delivered using the corporate approach to projects:

- Based on PRINCE2
- Waterfall approach using the full project lifecycle with risk management throughout
- Longer lead in time into delivery to allow for a detailed options appraisal and business case to be developed

## Test and learn

The Adult Leadership Team are also invested in the innovative approach to transformation of test and learn. This that will complement the corporate methodology by inform a detailed business case at a faster pace:

- Based on more agile project techniques
- Real time, evidence-based, lower risk proof of concept
- Testing the options in a live environment



# Adult Social Care Successes

2020

Improved Deprivation of Liberty Safeguarding performance

Development of the adult and young carer offer

Successful embedding of Reablement Services into the Discharge to Assess process

Improved residential and nursing placements across the city

**NHS Digital**

Innovative work on testing predictive analytics and using data science to manage future demand

Transformation of Community Equipment Service

TASP refresh with updated vision and outcomes

2021

Strong and efficient partnership work across the city in response to the Coronavirus pandemic

Successful implementation of the 3 Conversations practice model

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Development and implementation of a 24 hour AMHP Hub

**Wolverhampton Cares**

Launch of the Wolverhampton Cares brand and partnership forum

2022

IMPOWER review and initiation of five Adult Services Re-design projects

£16 Million benefit gains for residents as a result of Welfare Rights Service support

Wolverhampton announced as a Charging Reform Trailblazer

## Preparation for the 'go live' of Eclipse Adults:

360 workers trained    105 sessions on system requirements    66 templates created

8 disability training development days delivered to locality social care workforce

2023

Winter planning collaboration

Launch of Welfare Rights Service partnership with University of Wolverhampton with Social Care students delivering an Access to Disability Benefits project

830

830 Direct Payments being delivered

Launch of a re-design test and learn plan starting with: Conversations at the Front Door and Maximising Independence for working age adults.

£2.5 million

£2.5 million spent on collaborative initiatives between CWC, Health and community partners under the Adult Social Care Discharge Fund leading to more people being kept safe and well during winter.

The first two Participation posts agreed, recruited and in post to deliver on Adult Social Care co-production initiatives.

Published: Market Sustainability Plan following provider engagement as part of the Reform Trailblazer



# Strategic drivers

## Our City: Our Plan

### Fulfilled lives for all with quality care for those that need it

- Support the Health and Social Care system to respond to and recover from Covid-19
- Maximise independence for people with care and support needs
- Work as a system to make sure people get the right support at the right time

### Healthy, inclusive communities

**Our Principles:** Climate conscious, Driven by digital, Fair and equal.

## Legislation and Regulation

**Care Act 2014:** Local Authorities have duties to make sure that people who live in their area:

- can get the information and advice they need to make good decisions about care and support
- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs
- have a range of provision of high quality, appropriate services to choose from

**Reform:** Horizon reform and learning from Trailblazer and the planned and paused changed under Liberty Protection Safeguards (LPS)

**Care Quality Commission (CQC):** the reintroduction of the CQC inspection framework for Adult Social Care.

## Wolverhampton City Strategy 2011-2026

### Empowering People and Communities through the following priorities:

1. Undertaking early intervention and prevention
2. Supporting financial inclusion
3. Encouraging healthier lifestyles and independence at all stages of life
4. Supporting more people to be active within their communities
5. Encouraging the voluntary and community sectors

# What's important to local people

***'Think family'** – who are the people supporting adults with care and support needs? How are they? If a member of a support network is not well, this can cause stress for the person being cared for, how can we help?*

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***'Early help is important'** – avoid crisis, all services from community support through to blue lights should be able to help someone in need at the earliest possible stage.*

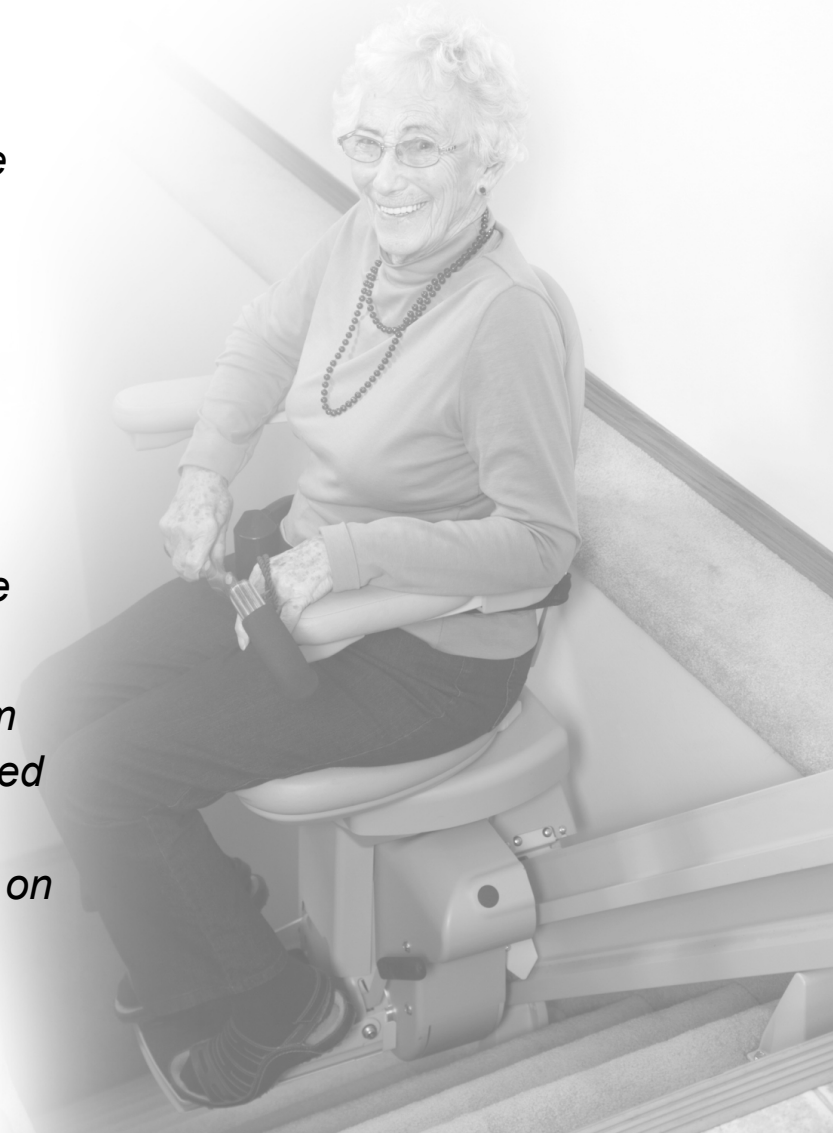
***'Ensure inclusive practice'** – be aware of protected characteristics, use sensitive and appropriate language depending on who you are supporting, be empathetic.*

***'Be curious'** – are you really fine? Are there any invisible needs?*

***'Be person centred'** – get to know people, understand their needs, understand the needs of their support network.*

***'Improved access to information'** – help people to help themselves and be consistent.*

***'Continuity of care'** – particularly from childhood to adulthood. Having a trusted person or professional who you can regularly keep in contact with and rely on makes all the difference.*



# Vision

The Transforming Adult Services Programme will have **people** at the heart of all its activity – from the voice of the **individual person** who is accessing our support, or the **family member** who works around the clock to care for a loved one to the **team** who continuously go above and beyond in their duties and the many **community groups** and **volunteers** that deliver crucial services on our behalf.

Page 75 Our approach to transformation will be **innovative, bold** and **creative**. We will continue to **embrace new ways of working** with our communities to deliver **equitable** and **sustainable** services right across the city that are based on **knowledge** and **need**.

Through the transformation programme, we will continue to **work together** with our partners in health and the third sector and work internally as **OneCouncil** to deliver the very best quality and personalised care that maintains **independence for adults**, keeps them **connected** to a support network and **safeguards their welfare**.

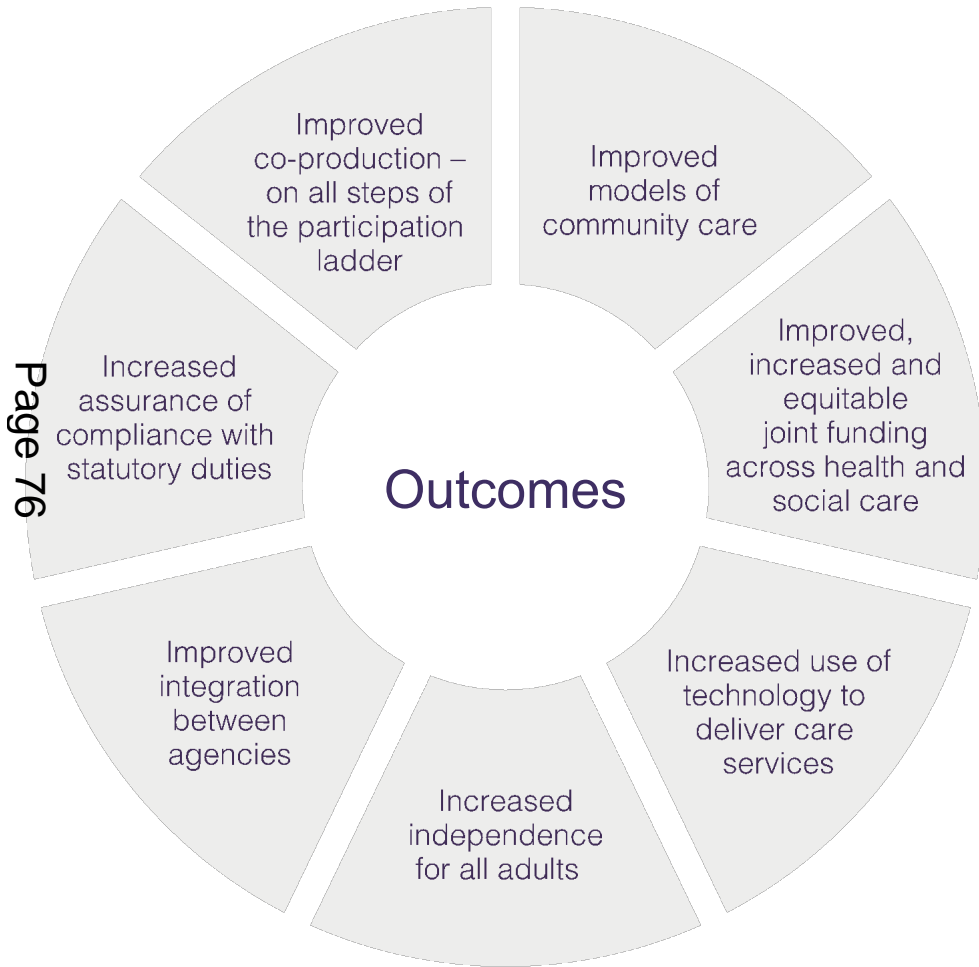
Our **workforce** will be one of **stability** and **skill** and who share the vision for transformation. We will give them the tools and resources they need to be the **best in their field** and our practice model will enable **confidence** and **trust** for both our organisation and the people we support.

**Technology**, data analysis and digital transition will be immediate priorities. Adult Services will lean on national, regional, and local **best practice** to be **brave in its approach** to assisted living. Aspiring to be at the forefront of technology enabled care, Wolverhampton will explore a variety of ways to support adults and ensure **inclusion** at all stages.

Driving the transformation programme will be a **robust market position statement, financial rigor** and **strong, transparent leadership**.

Finally, through the Board and its associated transformation projects, we will strive to **effectively communicate** with key stakeholders' our **progress, successes**, and embrace **continuous learning**.

# Programme Outcomes



**Empower**

**Ensure**

**Encourage**

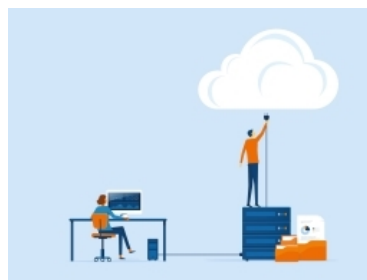
**Enable**

# Projects and Partnerships



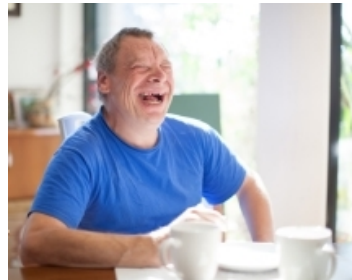
## Families Front Door

To implement an integrated front door across adults and children's services that offers guidance, support, signposting and referral at first point of contact with back-office processes that enable a more seamless care journey.



## Eclipse Adults and Finance

To deliver an alternative, externally cloud hosted, care record solution for a range of existing, on premise, server-based systems.



## Disability Model Transformation

To improve our commissioning model, optimise health funding and ensure there is a skilled workforce so that we can offer improved and increased options for young adults with learning and physical disabilities.



## Test and Learn: Conversations at the Front Door

A test and learn intervention to provide early strengths-based conversations with people at the first point of contact to: reduce avoidable pressure on localities, reduce waiting lists and help people get the right information and support earlier.



## One Wolverhampton

A place-based partnership that uses a population health approach to reduce inequality across the borough by putting people at the heart of what we do, offering the right care, in the right place at the right time, and to work better together for citizens in our city.

# Key Achievements

- Delivery of **eight disability training development days accessed by 200 people** across the locality social care workforce
- Preparation and planning for the 'go live' of Eclipse: **105 sessions took place with the service** to capture system requirements, **360 workers trained** on the system, **66 letter / output templates created** ready for go live.
- One Wolverhampton Care Closer to Home Strategic Working Group: establishment of **a partnership scheme (CWC and Health) to extend the scope of the Care Coordination Service** so more agencies are involved early on in navigating care options for people, a **Falls Pick Up Service jointly commissioned** to reduce the need for ambulance call outs, joint working to **further improve the Discharge to Assess process** including better data sharing.
- Launch of **a series of test and learn pilots** to trial new ways of working at pace with lower risk - starting with **Conversations at the Front Door** and **Maximising Independence (under 65s)**.
- **£2.5 million spent on collaborative initiatives between CWC, Health and community partners** under the Adult Social Care Discharge Fund (ASCDF) with lessons learned informing the 2023-24 round of funding.
- Wolverhampton selected as one of only six local authority **Adult Social Care Reform Trailblazers**
- The first two **Participation posts agreed, recruited and in post** focussing on co-production activity across Adult Services.
- TASP contributing to the governance and **shift to a Families Portfolio of programmes and projects**.



# Testimony

**DMT Social worker:** “The training workshops increased my knowledge and understanding of the challenges around LD and PD for service users.”

**ASCDF HARP service user:** “When my husband came home from the Manor hospital, he had a fracture to his pelvis and was struggling to get about, however with prompt assistance of HARP and all the equipment very quickly supplied he gradually became more mobile and I feel able to take care of him again, many thanks to all the helpers“.

**ASCDF Carers Support:** “Mr E age 62 was admitted to hospital in Dudley. Mr E was medically fit to return home but required a particular pressure mattress, the wait for the mattress was 2 to 3 weeks. Community Support purchased a mattress directly and put in place meals on wheels to support Mr E when he returned home. Purchasing the mattress and meals offer for £354 saved on the additional time and cost that may have accumulated had Mr E spent more time in hospital waiting for the equipment to be delivered to his home. Returning home sooner also supported Mr E’s continued recovery. Mr E said, ‘I’m really grateful, I just wanted to get home when I felt fit and better”.

**ASCDF Hospital discharge when homeless Clinical Staff:** “I am a patient flow assistant currently based at New Cross Hospital. I work across all wards and have some complex discharges to support. I would like to give 100% positive feedback regarding homeless patient support and patients who are already supported by the P3 homeless charity”.

# Priorities

## 2023-24

- **Further utilising a test and learn approach** and working with corporate Projects and Change on what this could look like in the future.
- **Upscaling existing test and learn** recommendations and opportunities.
- Ensuring that TASP contributes our plans for **CQC inspection and getting to good**.
- **Responding to learning and acknowledging when things don't go as expected** but building that into improved ways of working in the future.
- **Engagement with the workforce** to bring them on the change journey.
- **Governance review** considering a portfolio of Families Projects and Programmes and
- **A mandate refresh** to ensure vision and outcomes remain aligned to strategic priorities and the vision for Adult Services



CITY OF  
WOLVERHAMPTON  
COUNCIL

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**Adults Scrutiny Panel**

**Chair:** Councillor Val Evans

**Vice Chair:** Councillor Christopher Haynes

**Scrutiny Support:** Earl Piggott-Smith

**Remit, Function and Measures**

- Support the Health and Social Care system to respond to and recover from Covid-19
- Maximise independence for people with care and support needs
- Work as a system to make sure that people get the right support at the right time
- % of older people (aged 65 and older) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- % of adults with learning disabilities in paid employment
- % of social care users supported to remain in their own homes
- % of adults who use services who say social care services help them to feel safe and secure
- % of adults in receipt of long-term services who are in control of their own lives

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Item	Description	SEB Lead	Officer Report/Author Lead	Date of Meeting	Publication Date	Status
4 July Meeting Postponed	N/A	N/A	N/A	4 July 2023	26 June 2023	Agenda Sent Postponed
Post Covid Position – update briefing	Update on current position	Becky Wilkinson	Becky Wilkinson	17 October 2023	9 October 2023	Completed
Principal Social Worker Annual Report	This is an annual report that is presented to the panel for discussion and	Becky Wilkinson	Jennifer Rogers	17 October 2023	9 October 2023	Completed

Agenda Item No: 8

	comment on the work of the Principal Social Worker in promoting and improving the quality of social work practice and outline the key priorities for 2023-2024.					
Adult Social Care Winter Planning 2023-24	Request from Director to add this item to the agenda.	Becky Wilkinson and Health Partners	Becky Wilkinson and Sian Thomas, Paul Tulley and Rachel Murphy	17 October 2023	9 October 2023	Completed
CQC Assurance Preparation	Presentation on CQC readiness and assurance for comment	Becky Wilkinson	Meena Dulai	20 November 2023	10 November 2023	Completed
Our Commitment to All Age Carers Update on Progress	Request from the panel to provide an update on progress. Carers to be invited to present	Becky Wilkinson	Sandra Ashton Jones	20 November 2023	10 November 2023	Completed
Adult Social Worker and Workforce Health Check Surveys 2022 - update on actions	This is an annual report that presented to the panel for discussion and comment.	Becky Wilkinson	Courtney Abbott	20 November 2023	10 November 2023	Completed

[NOT PROTECTIVELY MARKED]

Budget and Performance Update	Request from Director to add this item to the agenda.	Becky Wilkinson	James Amphlett, Lindsey Cowan James Barlow	5 December 2023	27 November 2023	Programmed
Transforming Adults Service Programme Annual Report 2022-2023	Requested from the Directorate.	Becky Wilkinson	Emma Deakin	5 December 2023	27 November 2023	Programmed
Care and Support Provider Fee Review 2023/24	This is an annual report that presented to the panel for discussion and comment.	Becky Wilkinson	Andrew Wolverson	20 February 2024	12 February 2024	Programmed
Adult Social Care Position Statement – Review of the Year	CQC Quality Transformation	Becky Wilkinson	Becky Wilkinson	19 March 2024	11 March 2024	Programmed
Adult Services Social Work and Wider Workforce Health Check Survey.	This is an annual report that presented to the panel for discussion and comment.	Becky Wilkinson	Courtney Abbott	19 March 2024	11 March 2024	Programmed

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