

**Transforming Adult Services Programme
2022-23 Annual Report****Document Controls****Version Control**

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Quality Reviews

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Approvals

Version	Name	Role	Date of Issue
1.0	Becky Wilkinson	Sponsor and SRO	October 2023
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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.

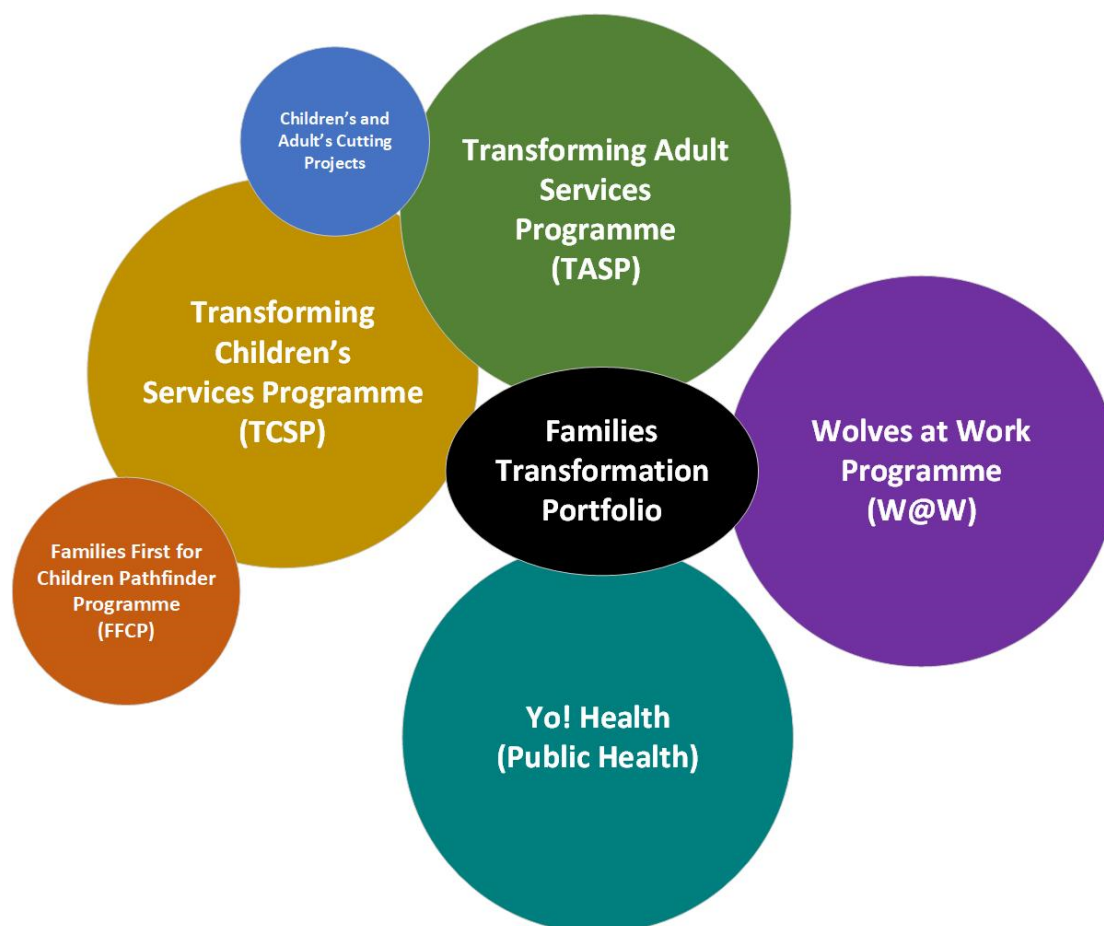
In 2023, TASP began work with delivery partners IMPOWER who are collaborating with both the leadership and transformation teams to try new ways of working using a test and learn approach in line with the broader vision for the service. Test and learn will allow Adult Services to see if positive impact 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	Complete – 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.	Complete – 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.	Complete – 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.	Ongoing – 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.	Ongoing – 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.

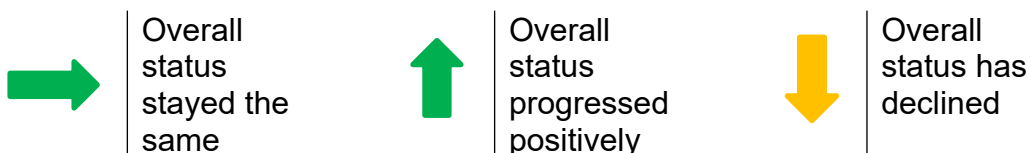
I am eager to see the outcomes of our test and learn initiatives and how improved ways of working continue to support adults across the city to live healthy, happy, and independent lives.












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.

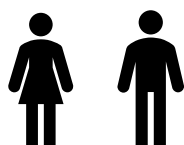
- Support people to age well
- Deliver a high-quality palliative and end-of-life service.

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)	<p>25% increased capacity for reablement to support discharge compared to the previous 2 years.</p> <p><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></p>
Additional Community Occupational Therapy capacity	<p>Two Occupational Therapists Assistant students recruited from Wolverhampton University.</p> <p>Use of existing CWC employees working additional hours expanding the service to six days a week.</p> <p>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.</p>

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
Eclipse Adults and Finance	Capital	£340,000	Improved outcomes	None	None
DMT	Adults Social care budget	£44,000 see table below	Improved outcomes	None	None
TEILS	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
Trailblazer	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
					466,000

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)