

## **West London Alliance**

### **Adult Social Care Efficiencies Programme**

#### **Key Messages Event - 9<sup>th</sup> February 2010**

#### **Summary of Presentations**

##### **1. Context**

1.1 The WLA ASC Efficiencies Programme (EP) Key Messages event held on the 9th February 2010 was attended by over 60 colleagues who are involved with efficiencies programmes and adult social care commissioning, procurement and front line delivery within the WLA boroughs.

1.2 Presentations and discussions explored the vision and importance of the WLA ASC EP, how the Programme will support each borough's own efficiencies and improvement programmes, the cost/quality principle/s that underpin the programme, progress updates for the key projects, the governance structure for the programme and commitment expected from officers, the work of the permanent WLA Efficiencies Unit and opportunities for communications and sharing information.

##### **2. Summary of presentations**

###### 2.1 The Vision for the Programme

*Gareth Daniel – Chief Executive LB Brent; Sponsor WLA ASC Efficiencies Programme*

Gareth Daniel set out the vision for the WLA ASC Efficiencies Programme for now, next year, and beyond. This included the need to:

- Identify and secure cost savings
- Transform the way the WLA borough's deliver adult social care
- Seek to improve quality and choice
- Enable the collaborative commissioning and procurement of adult social care services

It was emphasised that this is considered to be a priority programme across the WLA and that the Leaders are fully committed to it.

###### 2.2 Overview of the WLA ASC Efficiencies Programme

*James Reilly, Director for Community Services, LBHF; Chair of the WLA ASC EP Programme Board*

Before providing an overview of the whole Programme, James Reilly's presentation emphasised the strength of the position in the market the WLA has when boroughs act collectively - Individually the WLA boroughs do not have the same purchasing power as the largest councils but when we act collectively we do.

In providing an overview, James emphasised that collaboration and sub-regional commissioning would enable better business - generating benefits that individual boroughs can't realise. Currently, the WLA boroughs are:

- Collaborating on the procurement and commissioning of adult social care services: residential and home support framework contracts being developed have an estimated value of £220M per annum
- Working together to transform adult social care
- Seeking to improve quality and choice
- Aiming to generate sufficient efficiencies savings to meet the financial challenges facing local authorities

James also highlighted some of the key challenges and concerns in delivering the ASC EP:

- Establishing formula for sharing risks and benefits
- Demands on officers' time
- Market response – not achieving the savings we need

### 2.3 Key ASC EP Projects

#### 2.3.1 Project Groups 1 and 3

*Simon Clarke, Project Executive, WLA ASC EP*

Simon Clarke highlighted the key objectives of project groups 1 and 3:

- Reduce spend on high cost placements (above £850pw): net cash reduction of c.£7M, during 3-year review process
- Co-ordinated negotiation of inflationary fee increases (for current contracts)
- Market development with the supplier base
- Accreditation of the supplier base

Progress so far:

#### *High cost placements*

- Over 900 (LD & MH) High Cost Placements identified (spend - £65M)
- Workshop with OLM and Boroughs 24/02/10 to validate the first 300+ Placements
- Anticipate delivery phase will Go Live, March 2010
- Additionally, 159 providers are utilised across multiple boroughs (spend - £62M)
- Currently, no West London approach to the different weekly rates charged

#### *Inflationary fee increases*

- Identified each WLA borough's position re: annual fee increases
- "Options & Recommendations" paper produced to inform (potential) West London Strategy
- Issued for Programme Board approval, 09/02/10

#### *Market development*

- Engaged with Home Care Market as part of ITT.
- Market Intelligence being captured as part of the ongoing activities across all Project Groups.
- Currently Engagement with Providers is restricted due to the current Tender process

#### *Accreditation*

- Agreed to focus on Residential & Nursing Care market (as a pilot)
- Currently reviewing the PQQ process of the Framework ITT
- Meeting stakeholders during February 2010
- Options paper for the pilot to be produced March 2010.

### 2.3.2 Project Group 2:

*Paul Feven, Head of Commissioning, Hillingdon; Project Executive, WLA ASC EP*  
*Kay Fisher, Assistant Head of Procurement, LBHF*

Paul Feven talked through the work that has been progressing in relation to residential procurement. He emphasised that the work is unprecedented in terms of the scale of joint procurement - residential contracts have an estimated value of £178 million per year across the WLA. He then talked through the implications to providers of the move to Self Directed Support (SDS). There would be no more guaranteed purchasing levels by councils, services would be accessed through brokerage service, potential for a changing customer base – services will need to become more person-centred and outcome focussed. Although there is the potential to encourage provider innovation there may also be a period of uncertainty in the market – providers will need to adapt to change.

The key points to note from the development of the Framework Agreement were:

- Procuring jointly but with no guarantee of drawing down services
- Procurement process provides assurances on quality and price
- Services can be accessed based on availability and customer preference
- Enables authorities to collaborate as local block contracts over the next 2-3 years

Paul emphasised that this provided a major opportunity for providers – one spec for WLA boroughs, one set of outcomes, one performance framework etc.

Kay Fisher talked through the work to develop a Home Support Framework. The principle of re-ablement is at the heart of this process and she emphasised that the principle of enabling, re-abling and re-stabilising people to reduce dependence on support should underpin home support in all its forms and at all stages of development.

Services should have a definite 'locality focus' where workers know the local area, help people make connections to the local community and use local resources and spend as much time as possible supporting people rather than travelling. It was emphasised that home support services will need to be available in each of the localities but not all services will be available in each.

Expected outcomes for people using services:

- Maintaining independence, participation and involvement
- Feeling comfortable, safe and secure
- Remaining alert and active
- Staying in touch with others
- Having choice and control
- Having confidence in services and support

Outcomes the WLA want to see achieved:

- Evidence that people are being supported to achieve the outcomes they desire
- People remaining independent and 'at home'
- People being enabled and re-abled – lessening dependence on services
- Community support workforce that uses person-centred approaches
- Effective and efficient use of public funds

### 2.3.3 Project Groups 4 & 5

*Sarah McClinton, Assistant Director ASC; Project Executive WLA ASC EP*

Sarah emphasised that the aim of these work streams are to identify and exploit WLA opportunities which will i) create efficiencies in relation to the roll out of self directed support / personalisation ii) create efficiencies in relation to prevention and new models of care

Working with the NWL Transformation Leads, a project proposal is being scoped to:

- Manage the Personal Assistants market – Hounslow to pilot the accreditation
- Enhance WLA advocacy services – explore developing shared IAG
- Identify opportunities to share WLA workforce strategy and training

### 2.4 Communications

*Ian Nichol, Director – West London Alliance*

Ian Nichol emphasised that the success of the programme depends on good communications, including:

- Within and between the WLA councils
- With the suppliers of our services
- With our service users and stakeholders

Ian provided an overview of the communications so far and then went on to lead a discussion around the following key questions:

- How do we keep our internal and external stakeholders briefed about the programme?
- How do we keep key messages clear and consistent?
- What are the best ways to communicate with our external partners?
- What are the best ways to communicate across the WLA boroughs and with ASC teams?
- What's most important to you, in terms of communications?