

<b>Report to:</b>	<b>CABINET</b>
<b>Report of:</b> <b>Date of Decision:</b>	<b>Strategic Director – Adults &amp; Communities Directorate</b> <b>13<sup>th</sup> July 2009</b>
<b>SUBJECT:</b>	<b>Transforming Adult Care Services for Citizens of Birmingham</b>
<b>Key Decision: Yes</b>	<b>Relevant Forward Plan Ref: 296231/2009</b>
<b>If not in the Forward Plan:</b> <b>(please "tick" box)</b>	<b>Complied with Rule 15</b> <input type="checkbox"/> <b>Complied with Rule 16</b> <input type="checkbox"/>
<b>Type of decision:</b>	<b>Executive</b>
<b>Relevant Cabinet Member(s):</b>	<b>Councillor Anderson, Adults and Communities</b>
<b>Relevant O&amp;S Chairmen:</b>	<b>Councillor Clark, Adults and Communities</b>
<b>Wards affected:</b>	<b>All</b>

<b>1. Purpose of report:</b>
<p>1.1 To seek approval of Cabinet on the Adults and Communities Transformation Revised Full Business Case (RFBC) (see <b>Appendix</b>) as required by the Business Transformation Governance arrangements approved by Cabinet in May 2006/revised in May 2009.</p> <p>1.2 To obtain authority to continue to deliver Phases 3-8 of the Transformation Programme for Adults and Communities Directorate.</p>

<b>2. Decision(s) recommended:</b>
<p>Cabinet is asked to:-</p> <p>2.1 Approve the Adults and Communities Services Revised Full Business Case and resources to enable the programme to continue to deliver Phases 3-8.</p> <p>2.2 Note that further phases of the Programme will proceed under the authority of the Programme Board unless there is a material alteration to the business case; under such circumstances further authority to proceed will be sought from this Cabinet.</p>

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**3. Compliance Issues:**

**3.1 Are decision(s) consistent with the Council's Policies, Plans and Strategies focused on "Global City with a Local Heart"?**

The Revised Full Business Case (RFBC) sets out how the Adults and Communities Directorate Transformation Programme will contribute to the Council Plan and service strategies. One of the key stages in the development of the RFBC was to ensure that the programme outcomes link directly to the business transformation outcomes and these align with the Council's corporate and service objectives.

**3.2 Have relevant Ward and other Members / Officers been properly and meaningfully consulted on this report?**

The RFBC has been approved by the Business Transformation Steering Group (BTSG) and the Programme Board, both of which have senior officer and Member representation including Housing and Constituencies, Children Young People and Families and Chief Executive. The Business Transformation Advisory Group (BTAG) endorses the approach to deriving benefits. The Elected Members who have been consulted include Councillors Paul Tilsley, Deputy Leader, Sue Anderson, Cabinet Member for A&C, Councillors Gregory, Cox, Wilkes and Robinson and Councillor Len Clark, Chair of Adults & Communities Overview & Scrutiny Committee.

**3.3 Are there any relevant legal powers, personnel, equalities, regeneration and other relevant implications?**

A Strategic Equalities Impact Assessment has been conducted for the RFBC. Further equalities impact assessments have been planned throughout the next phase and will be required for all projects. The proposed change programme will have implications for staff through Adults and Communities services, including consultation, training and development, changes to job roles and locations and a planned reduction in staffing levels over the term of the business case. Unions have been consulted and are represented on the Programme Board.

**3.4 How will decision(s) be carried out within existing finances and resources?**

The RFBC remains broadly unchanged from the original Full Business Case and is projecting a cost of £42m over the 10-year term, with projected benefits of £230m which will be reinvested in service to close the predicted gap between service demand and budget in the future.

The Council's budget plan includes provision for the planned costs and the Council's Long Term Financial Strategy should reflect the reinvestment of benefits to meet demographic pressures. Without action, the LSE work has shown significant risk to delivering Adults and Communities services within the projected resources of the Service.

The Full Business Case has been based on assumed demographic changes. If actual service demand varies significantly from that assumed then anticipated service costs and benefits generated will need to be adjusted.

**3.5 Have the main Risk Management and Equality Impact Assessment Issues been considered or concluded and, if yes, what are they and how will they be carried forward to deliver the Council's objective?**

A risk assessment and equality impact assessment are contained within the RFBC and will be subject to on-going review. The key risk to the Adults and Communities Transformation Programme is that there will be delays in policy setting that could delay the programme. Also the need to secure and maintain sufficient commitment across the Council, at all levels, to deliver the change. The Adults and Communities Transformation Programme should enhance the Council's ability to respond effectively to the needs all citizens resident in Birmingham, improving access and key outcomes based on better use of customer knowledge. Furthermore, the continuation of Strategic Equalities Impact Assessments through to the detailed design phase will ensure that the programme continues to address the needs of different groups throughout the implementation of the programme. As part of the service delivery model safeguarding will be a design principle throughout to minimise any risk that vulnerable adults may face in their community.

The risks related to changes to demographic assumptions and for unmet demand have been considered in the Full Business Case and linked to management requirements to take corrective action.

**3.6 How will this report help to inform, further improve or otherwise, help to deliver the Council's BEST initiative?**

The proposals within the RFBC for the training and development of staff are closely integrated with the BEST initiative, so that the proposed change and investment will help achieve the BEST outcomes.

<b>4.</b>	<b>Relevant background/chronology of key events:</b>
4.1	The RFBC updates the Full Business Case which was agreed by Cabinet on 21 <sup>st</sup> May 2008. This follows the establishment of the transformation programme for Adults and Communities in April 2007.
4.2	The RFBC details how the Adults and Communities Directorate plans to 'transform' over a ten-year period, reaching maturity in 2018; the need for change; the Future Operating and Service Delivery Model; associated benefits to the Council; and the approach to be taken.
4.3	<p>The Programme is in response to the significant pressures upon the Council to 'transform' its operations. These pressures are coming from three main areas:</p> <ul style="list-style-type: none"> <li>○ <i>Citizens</i>: regardless of their eligibility for funding, want to experience independence, wellbeing and dignity through greater control over their care and support and getting the right services at the right time rather than relying on intervention at the point of crisis.</li> <li>○ <i>Workforce</i>: 'Putting People First: A shared vision and commitment to the transformation of Adult Social Care', and 'Local Authority Circular: Transforming Social Care' released in 2007 and 2008 respectively, builds upon the White Paper by setting out the desired shared values, aims and objectives which the government proposes will be required to guide the transformation of adult social care.</li> <li>○ <i>Demographics (national and local)</i>: Including projections of a 34% rise in over 85s in next 20 years. The ADSS 2004 review of Learning Disabilities predicted an increase in LD of 11% by 2011 and 17% by 2027.</li> </ul>
4.4	The RFBC articulates the key principles of future Service Delivery Model for Adults and Communities which will improve outcomes for all citizens. This will be achieved by maximising independence through more proactive/preventative approaches including enablement and use of innovative technologies; Enablement for everyone to prolong independence and minimize the cost of care; Self directed care with individualised provision; Greater choice, accountability and control; Access to services through channels which are suitable to preferences; An organisation built around citizen needs.
4.5	Safeguarding of vulnerable adults will be an integral design principle of the future programme of work to ensure the Council acts to protect vulnerable adults in the most appropriate manner.
<b>5.</b>	<b>Evaluation of alternative option(s):</b>
	<p>Given the demographic changes taking place in Birmingham which is predicted to put greater demand on Adults and Communities, a range of options have been considered as part of the RFBC process. These include seeking a substantial additional funding to meet demand and / or tightening of eligibility criteria to remain within current budget. These options are deemed not viable, potentially excluding many vulnerable people from services, and would have a negative impact on the Directorate performance rating as we are expected to meet the needs of all citizens.</p>

<b>6.</b>	<b>Reasons for Decision(s):</b>
6.1	The RFBC re-states the benefits that are both cashable and non cashable indicating how Adults and Communities can respond to the increasing demand it is expected to meet in the future. The future service delivery model will better meet the needs of all citizens and improve outcomes as people will be able to take greater control over self-directing their own care whilst promoting their independence.
6.2	RFBC approval will enable the Adults and Communities Directorate to continue with the remaining phases of transformation which will deliver better outcomes for citizens.

<b>Signatures (or relevant Cabinet Member(s) approval to adopt the Decisions recommended):</b>	
Chief Officer(s):	.....
Cabinet Member(s):	.....
Dated:	.....

<b>List of Background Documents used to compile this Report:</b>
Full Business Case for the Adults and Communities Transformation Programme LD23 Logical Design - Equalities Impact and Needs Assessment

<b>List of Appendices accompanying this Report (if any):</b>
Revised Full Business Case - Adults and Communities Transformation Programme