
Bath & North East Somerset Council

Improving People's Lives

Adult Social Care Transfer and 1 Year Direct Award Update

**Children's & Adults Health and Wellbeing Policy Development and Scrutiny Panel
9th October 2023**

Claire Thorogood, Assistant Director Strategy, Transformation & Governance

Community Services Transformation Programmes Structure

<p>Programme One</p> <p>ASC Redesign & Community Partners</p>	<p>Programme Two</p> <p>Public Health</p>	<p>Programme Three</p> <p>Community Based Integrated Care (B&NES)</p>
<p>SRO: Suzanne Westhead</p> <p>B&NES Council</p>	<p>SRO: Rebecca Reynolds</p> <p>B&NES Council</p>	<p>SRO: Laura Ambler and Richard Smale</p> <p>Integrated Care Board BSW</p>
<p>Claire Thorogood – Assistant Director Strategy, Transformation and Governance Ann Smith – Assistant Director Operations Natalia Lachkou – Assistant Director Integrated Commissioning</p> <p>Tereza Cleverley – Project Manager for ASC transfer Gary Guest – Project Manager for Community Partners</p>	<p>Marcia Burgham – Senior Commissioning Manager leading review of services and options appraisal process</p>	<p>Natalia Lachkou – Assistant Director Integrated Commissioning working with BSWICB colleagues for review of community health services</p>

ASC Transfer of Services (approx. 240 people)

Key cabinet decision made on 10th November 2022 to transfer services:

ASC Social Work Functions (PD01)	TUPE info received 31/3/23
First Response	10
Hearing & Vision Social Work	3
D2A Social Work Team	13
Social Work Community Teams - Bath and North East Somerset (NES)	26
Social Care Direct Reports	7
LD Direct Reports	10

Direct Payments (SD23)	TUPE info received 31/3/23
Direct Payments	2

Learning Disabilities Social Work Functions (SD43)	TUPE info received 31/3/23
LD Social Work Team	17
Autism Social Work Team	5
LD Annual Review Team	7

Learning Disabilities Provider Provision (SD43)	TUPE info received 31/3/23
Employment Inclusion Service	5
LD Carrswood (including vocational hub)	43
LD Connections	36
LD Shared Lives	4
LD Supported Living Service	48

Enabling Workstreams

Workstreams - reporting to Programme One Board

HR & HR Operations

IM&T, Systems, Reporting and Information Governance/Data Protection

Estates, Facilities and Health & Safety

Legal

Finance & Procurement, including transactional activity sub-groups

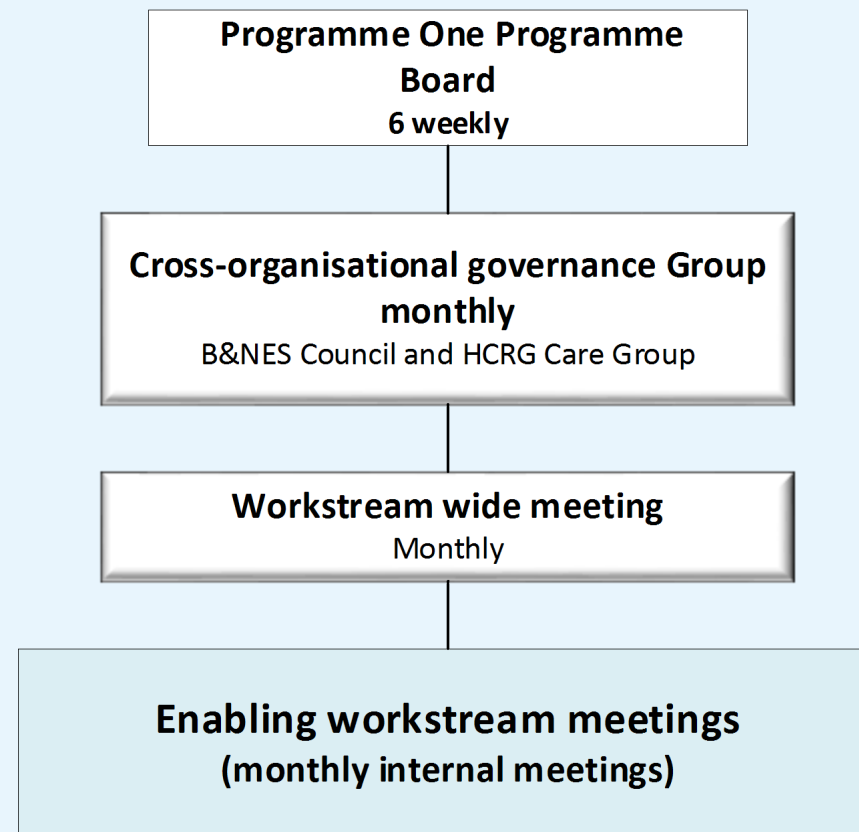
Communications and Engagement

Operational Redesign

Governance and Assurance

Assurance Activity

- Monthly Lead Member Briefing
- Monthly Trade Union Briefing
- Regular review of Risk Register
- Further review of Risk Register with Lead Member
- Regular updates to CMT and SLT
- Internal Audit July to Sept Level 4 Substantial Assurance
- Workstream highlight reports generated with action tracker to monitor milestones achieved



Informal HCRG Care Group staff briefings

- Two informal staff briefings sessions held May and June (Adult Social Work Teams and Provider Services)
- Focus of sessions included Transfer of Undertakings (Protection of Employment) - TUPE and what it means for individuals

Q&A themes from the briefings:

Terms & Conditions

Pay Awards

Pension

Base location

Systems/IT

Sessions in September focussed on:

- Recap of TUPE
- Progress on the transfer
- Next steps in the process, e.g. measures letter, formal consultation, increased engagement with services
- Information about the Council
- Question & Answer

Next sessions booked in November 2023

Key Milestones and Achievements

- Confirmation of all Terms & Condition's (T&C's) – Sirona, Agenda for Change, Local Government and HCRG Care Group
- Commencement of the payroll build of T&Cs – September 2023
- Creation of seven workstream groups – corporate enabling functions
- Confirmation of all Information Technology equipment requirements across all teams – tender document for the purchase of required equipment drafted – September 2023
- Ongoing due diligence – HR, finance, estates, provider activities, staff training
- Creation of a communications and engagement strategy – workforce, service users & stakeholders
- Informal briefings with HCRG Care Group staff – commenced May 2023 and set thorough to transfer
- Positive outcome of Internal Audit

Next Steps & Key Milestones

- Setting the operational budget for service delivery
- Review of mobilisation costs
- Continued due diligence across Programme One
- Completed review of estates and premises
- Completed review of day services activities – how services operate
- Completed review of suppliers and alignment with corporate functions
- Formal consultation with HCRG Care Group staff
- CQC Registration – Shared Lives and Supported Living
- Business Transfer Agreement
- Programme One – project mid-point lessons learned session to continue ‘project excellence’

Internal Audit – ASC Transfer Governance and Programme Management (draft report Sept 2023)

Assurance Rating	Opinion
Level 4 - Substantial Assurance	The systems of internal control are good with a number of strengths evident and substantial assurance can be provided as detailed within the Assurance Summary

Assessment	Key Control Objectives
Good	Ensure that the Community Services Transformation (ASC Programme) governance framework has been formally agreed/adopted and is operating enabling all components of the ASC Programme to be monitored
Good	Ensure that risks associated with the insourcing of Adult Social Care Services (PD01 & SD43) have been identified, defined and adequately recorded enabling SMART actions to be monitored and scrutinised
Good	Ensure that reporting to stakeholders / decision makers is timely and that reports provide accurate and relevant information to monitor the achievement of agreed Programme objectives

Internal Audit – Key Findings & Conclusion

- The audit review was conducted around the **mid-point stage of the project mobilisation phase**, therefore review is based on progress to date and current controls to manage and deliver the programme through to the implementation phase, i.e. 1st April 2024
- Due to the timing of the audit review it should be noted that any areas for improvement and associated recommendations highlighted in the audit report had **already been noted and in part actioned**
- The overall governance and programme management arrangements in place for Programme One – ASC Transfer are **robust and comprehensive**, programme is supported with key evidential documentation and records which are of a high standard, well organised and presented. The auditor was able to fully trace and track key projects tasks/ decisions, progress and the current risks.
- The project team have committed to '**project management excellence**' by reflecting on past experiences and identifying areas for improvement, this includes:
 1. **Applying and tracking learning** from the previous TUPE project (Adult Safeguarding). In particular, early engagement with key corporate functions and assessment of resources required has taken place to ensure that achievable milestones have been set.
 2. The Programme and Project Manager has made a commitment to speak with key operational staff who were part of the Community Resource Centres and Extra Care Housing services transfer back to the Council in October 2020, to **share experiences and develop further learning/ outcomes that can be applied to the Programme**
 3. **Logging ongoing lessons** with a view to having a mid-point reflection session during September/ October 2023, which will be supported with the findings from this audit review

Governance Update & Next Steps

Programme 3: Integrated Community Based Care (ICBC)

- Integrated Community Based Care Programme Board 28th September
- ICB Finance and Investment Committee 4th October

Programme 1 ASC Transfer & Community Partners and Programme 2 Public Health

- B&NES Cabinet 9th November – update on progress with ASC Transfer and decisions to be taken on model for delivery of services as of April 2025 covering Community Partners and Public Health and decision to participate in ICBC procurement process for Community Health (BSW)

Proposal to come back to scrutiny panel after November 2023 cabinet decision on future operating model for community services for B&NES

1 Year Direct Award 2024-2025 – HCRG Care Group (B&NES)

- Single Member Decision implemented 26th July 2023 to endorse the proposal for an interim 1 year arrangement for commissioning of the Community Services contract
- Services commissioned will be delivered within approved policy and budget frameworks as per decisions taken by B&NES and BSW ICB in July 2023
- The 1 year direct award involves B&NES continuing to fund Public Health services and services delivered by Community Partners, along with the continuation of the contributions towards some Health Services as well as funding contribution to Better Care Fund pooled budget arrangement
- The transfer of the directly delivered services of Adult Social Care (ASC) is unaffected and continues to be progressed for the safe transfer of Adult Social Work (including Direct Payments Team) and Adults with Learning Disabilities and their Families as of 1st April 2024
- 9th November report to cabinet will include a decision on the B&NES funding liability for the 1 year direct award

1 Year Direct Award 2024-2025 – HCRG Care Group (B&NES)

Contracting Process

- ICB Co-ordinating Commissioner and B&NES Council Co-Commissioner
- ICB leading contract negotiation and process with HCRG Care Group
- BSW ICB Community Services Commissioning Intentions 2024/25 agreed with HCRG Care Group
- No variations to contract including service specifications and Local Quality Schedule
- NHS Standard contract to be used and 2023-24 contract terms to roll over to 2024-25
- Awaiting confirmation from ICB on contract format - joint contract B&NES and Wiltshire or by locality as per current arrangements and awaiting NHS Standard Contract 2024/25 to be released for contract to be issued
- Work underway to agree contract governance and monitoring arrangements for 2024/25 between B&NES and ICB