

Report of Strategic Director of Corporate Resources to the meeting of Corporate Overview and Scrutiny to be held on the 11th November 2021

R

Subject:

Progress of the programme of work undertaken by Impower and the Council.

Summary statement:

Summary of the progress made by the Council in partnership with IMPOWER since the commencement of the new IMPOWER contract on the 1st September 2020

Joanne Hyde
Strategic Director of Corporate Resources

Portfolio:

Corporate

Chris Chapman, Director of Finance & IT
Phone: (01274) 433656
Email: chris.chapman@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

Marium Haque, Deputy Director, Children's Services
Phone: (01274) 431078
E-mail: marium.haque@bradford.gov.uk

Iain MacBeath, Strategic Director, Health and Wellbeing
Phone: (01274) 432900
E-mail: Iain.Macbeath@bradford.gov.uk

Ian Day, Assistant Director, Place
Phone: (01274) 433507
E-mail: Ian.Day@bradford.gov.uk

1. SUMMARY

This report provides an update on the activities undertaken in partnership with IMPOWER since the report to Corporate Overview and Scrutiny meeting of 3rd December 2020.

2. BACKGROUND

2.1 The previous report to this Committee outlined that IMPOWER were supporting work in three key areas within the Council.

- a. **Health & Wellbeing** – programme managing the delivery of a number of Day Care projects to overhaul the way in which people with Learning Disabilities receive support
- b. **Children's** – undertaking a project to analyse workflow, set trajectories for change and identify interventions to complement and support the improvement programme in delivering service improvements and efficiency trajectories
- c. **Localities** – leading the development of a new locality-based prevention and early intervention model that will support people in their communities, and increase community capacity

2.2 The report noted the three projects were at different stages of development, and a limited number of benefits realisation work had been completed at that stage but this work would continue as projects progressed.

2.3 This report focuses specifically upon the benefit realization.

3. CONTRACT WITH IMPOWER

3.1 Since the report to this Committee of 3rd December 2020 Impower have:

- Completed their support activity in the 3 areas identified in paragraph 2.1
- Completed their transition and handover arrangement for those 3 projects
- Provided skills transfer support to the internal teams
- Completed the contract and exited at the end of July 2021.

4. PROGRAMME HIGHLIGHTS AND BENEFITS ACHIEVED

The Sections below summarises the key programme highlights and benefits being achieved

5. HEALTH & WELLBEING

Impower's projects with Health and Wellbeing have now all been formally transitioned to alternative arrangements after their assistance in establishing a number of savings-related programmes and care activity trajectories. All of the savings related projects within the learning disabilities service have been impacted by the pandemic because alternative provision in the community has not been available. It has therefore not been possible to progress these in line with the plans Impower had assisted service managers with.

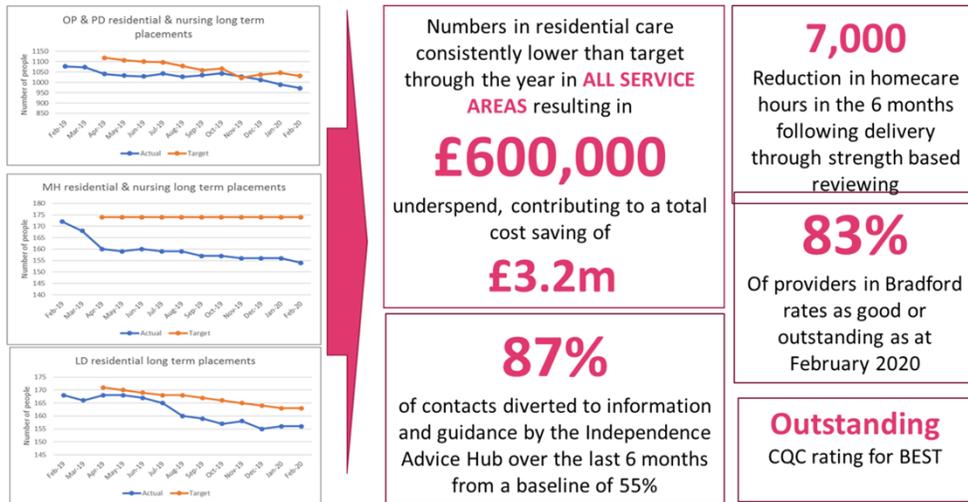
Services are now reopening and disabled people are more confident about returning to care and support services away from home. We have therefore created three new projects to transform services and generate financial services without reducing the care services people receive:

1. **Home Farm Trust Day Services Transformation.** This project was scoped and started by Impower. A formal transformation programme was agreed at Council Executive on 5 October 2021, whereby the contract with HFT will come to an end by mutual agreement on 31 March 2022 and staff transferred into a special purpose vehicle business model on the same date for continuity of service. The individual day services will then be transformed in line with people's wishes during 2022 and separated off as self-governing 'User Led Organisations'. By eliminating the profit/surplus and operating costs of HFT, this is projected to save £1m per annum.
2. **Reducing residential care home admissions for people with learning disabilities.** Impower assisted the council to set notional targets for care home admissions when benchmarked with similar councils. These are now monitored monthly through a formal departmental Finance and Quality Board. These are almost on trajectory, with 128 people from Bradford residing in residential care against a notional target of 123 (care plans must still be put in place when people present with eligible needs). The costs savings have only been partially achieved. More work is required to end expensive block contract arrangements and negotiate with care providers to ensure costs represent fee levels. Two programmes are underway to achieve these aims.
3. **Strengths-based community led social work.** Impower led a number of successful workshops with social work staff to change Bradford's adult social work operating model – to one that considers people's strengths and abilities first, what is available for them to access in their local community and what outcomes they wish to achieve in their lives. Called 'Community Led Support', this has led to a change in the way care is planned and demand for care services is managed.

Key highlights are summarized in the pictorials below.

Impact in Health and Wellbeing

The impact in Health and Wellbeing is clear in both outcome and financial terms as set out below in the summary of 2019/20, following our delivery work with the service. The trajectories in HWB continue to be below target, demonstrating sustained impact.



Tangible improvements in the individual lives of local residents

To build on the previous slide, we want to share a range of examples that demonstrate the impact that the changes made have had at a individual level for many of Bradford's residents.



A social worker has been working with a woman in her mid-50s with a learning disability who has lived in formal care settings since she was 5 years old before moving to supported living. She was being **discharged from hospital** and the social worker attended a discharge planning meeting in her Best Interest. The doctor was advising the family to consider a nursing home. Following the meeting, the social worker further engaged with the family who raised that they were keen to get her home and also had conversations with other professionals to **consider alternatives**. This has led to the woman **returning home**. There has been a large improvement in her situation and the family are happy.



A member of the Home Support review team noted that an individual had a single 15 minute call daily to apply cream and support an individual to put compression stockings on. The worker contacted the person's GP and had a prescription completed for **an aid to enable the gentleman to carry out the task independently**. A follow-up visit was planned with an OT to show the gentleman how to use the equipment. He was enthused to be able to complete the task himself; the case is to be closed this week, with **no ongoing service required**.



The team received a referral from the Police about a 50 year old man with a mild learning disability. The Police had become involved following concerns about possible financial abuse. Following the death of his parents he had moved into rented accommodation. During the initial visit he was found in a terrible state and there were a number of concerns – housing condition, finances and his health. There were rats in his flat and he had fallen behind with rent and Council Tax payments. Taking a **strengths-based approach**, the social worker has worked with him to **engage with a range of agencies** (Housing, Environmental Health) and local charities. They have also been working with the Police to sort out fraudulent activity on his bank card. **He now has a bus pass and is enjoying going out**. The case study highlights the impact of strengths-based working, taking a holistic approach and connecting with other agencies to improve outcomes for individuals.

6. CHILDRENS

Impower was asked to work with the South Locality to build their confidence in performance management and be able to evidence performance improvements, with the aim to develop an approach that can be rolled out across Children's Social Care.

The approach agreed was to use IMPOWER's primed performance approach, working with individuals within the service to:

- Understand as-is, where support needed to be targeted and how most benefit can be delivered
- Develop a Bradford (and South Locality) tailored approach to managing performance that reflected the existing performance framework and structures
- Integrating applied behavioural science approaches into understanding how performance can be managed and influenced
- Identify knowledge gaps and addressed these through knowledge sharing in the locality
- Reframing performance from a tick box exercise to one that is important in delivering good outcomes for ourselves and the children and families we work with
- Connecting what our performance data is telling us to team plans, priorities and actions

A process was jointly developed which could be rolled out across all Children's Social Care teams and work was commenced to work jointly with Impower to develop training materials and launch the roll out of the training.

Rolling out the approach and embedding into ongoing training will ensure:

- An understanding on why managing performance is important to achieving good outcomes for ourselves as professionals as well as the children and families we work with
- Knowledge of our role in managing performance and how we manage performance across the service
- Knowledge of how we can manage our own performance and for our managers how they can influence performance
- A focus on how we manage performance in our teams, taking this as an opportunity to take action and embed new approaches

Impact achieved for the South Locality:

- Team members are aware of the Children's performance framework and their role in it, they can connect performance measures to outcomes for the children and families they are working with and for themselves
- Team Managers are making the move from reporting facts and figures to interpreting their performance to report on 'what's going well', 'what's not going so well' and 'what action they need to take'
- The launch of a team plan, with clear outcomes and responsibilities, has provided a focus and clear priorities that has helped drive action and improved performance and practice
- The Head of Service and Service Managers are confident in articulating the locality's

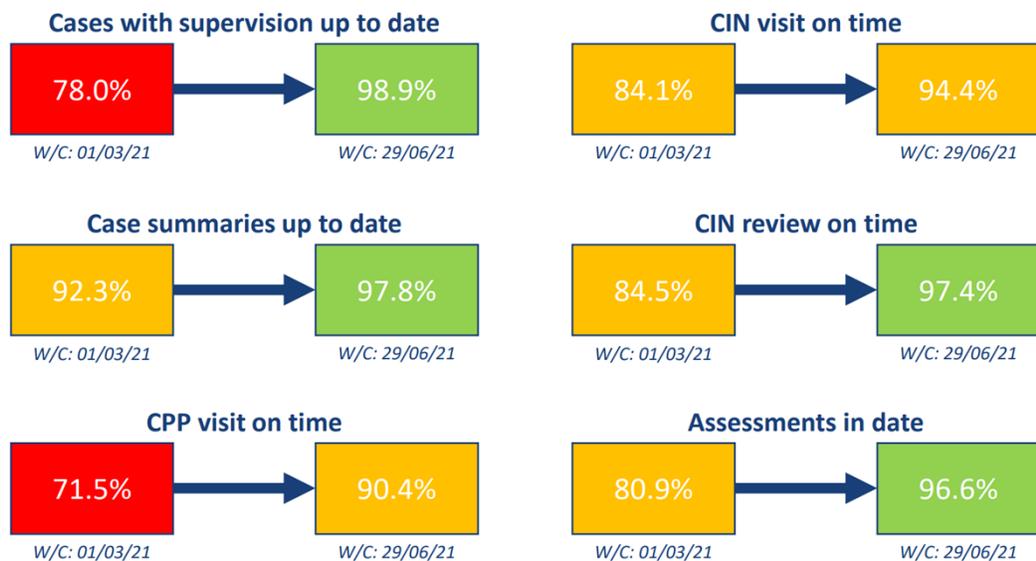
performance, the impact of action that has been taken and their priorities

- Across the locality performance has improved: supervision is in place, more visits are being completed on time, assessments and visits being completed on time etc. (see pictorial below).

Key highlights are summarized in the pictorials below.

Impact evidence in Children's

Evidence of performance improvement across the South Locality from March to June 2021:



7. LOCALITIES

Impower was commissioned to support the delivery of the Strengthening Locality Working programme, providing 'programme management office' (PMO) oversight and bringing together research and analysis from 'other' local authority areas. Their work commenced in February 2021 and ended in August 2021. As part of this work there was a period of 'skills transfer' building on the strengths of existing internal teams, who are now providing the programme management support.

The Strengthening Locality Working project is broadly divided into three phases of development, test and learn, and the wider rollout of the locality working approach. The development phase commenced in February 2021 and has now moved into the test and learn phase through to Spring/ Summer 2021. Impower's involvement with the work ceased during this phase when their contract with the Council came to an end. The wider rollout of the locality working approach has now commenced and will continue through to Spring/Summer 2022, with 'test and learn' becoming an integral aspect of the approach on an ongoing basis. This phase of work is being led by internal PMO support.

Delivery of the programme is expected to:

- Increase organisational resilience through a common understanding and approach to locality working
- Evidence outcomes delivered against the Council and District plan priorities
- Promote community capacity and improve outcomes to be delivered for communities
- Reduce inequalities and improve access to support for individuals and communities
- Allow individuals and communities to access multi-disciplinary early help that ultimately prevents/reduces/delays the need for statutory services

The work has focussed on the activities that take place within the Council. However, this is now being expanded and other organisations including Police, Health and InCommunities have been asked to join the Steering Group and have been engaged on the emerging approaches to ensure that key partners approach aligns with the local authority plans, ideally in creating a single district wide approach.

The resources provided by Impower in the early stages of the work helped to guide and shape the work through the information gleaned from other approaches and through their effective management of process, ensuring delivery to time and plan. The approach taken to the work of the PMO is now embedded within the internal team and this has helped to ensure that the overall programme continues to delivery within expected timescales.

8. FINANCIAL & RESOURCE APPRAISAL

The Impower contract was established to provide some specialist support, knowledge and method in progressing key changes and improvements within the Council.

The total contract cost from the revised contract established in September 2020 is £1,061,750 and relates to 2 contracts.

- Support to Adults, Childrens and Locality Transformation = £995,000
- Support to the Council Covid business grants processes = £66,750

9. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Council has set up a Steering Group to support the delivery of this programme. Risk and issues are identified, and where possible mitigating actions are put in place as part of project delivery methodologies..

10. LEGAL APPRAISAL

Executive in July 2020 approved a one-year contract with IMPOWER to support the delivery of key transformation programmes within a reset Council Transformation Plan. On the basis of IMPOWER's performance in assisting Adult Services to reduce demand and their track record with other Councils in delivering transformation of services, it was assessed that the contract would deliver best value for money. The contract provided for a start date of 1st September 2020.

This Committee considered a report on the Impower contract at its meeting on 3rd

December 2020 and resolved:

- (1) That a further progress report be presented to the Committee in March 2021, focusing specifically on outcomes from the work being delivered by IMPOWER.

Due to ongoing Covid related priorities Impower did not fully commence activities until later in the financial year and therefore the planned report to this Committee was deferred to enable progress to be made.

11. OTHER IMPLICATIONS

13.1 EQUALITY & DIVERSITY

Equality Impact Assessments were and will continue to be undertaken as part of this programme of work.

13.2 SUSTAINABILITY IMPLICATIONS

Relevant issues were and will continue to be identified as part of the transformation programme.

13.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

13.4 COMMUNITY SAFETY IMPLICATIONS

None

13.5 HUMAN RIGHTS ACT

Relevant issues were and will continue to be identified as part of the transformation programme.

13.6 TRADE UNION

Unions will be consulted as needed as part of the transformation programme.

13.7 WARD IMPLICATIONS

Ward implications will be identified as part of the transformation programme.

13.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

N/A

13.9 IMPLICATIONS FOR CORPORATE PARENTING

Implications for corporate parenting will be identified as part of the transformation programme.

13.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

12. NOT FOR PUBLICATION DOCUMENTS

None.

13. OPTIONS

N/A

14. RECOMMENDATIONS

1. The Committee to note the content of this report
2. The Committee to note the progress made on the transformation projects and the benefits being realized
3. The Committee to not the completion of the required works and successful handover by Impower,

15. APPENDICES

None.

16. BACKGROUND DOCUMENTS

None.

