

<b>MEETING:</b>	<b>HEALTH &amp; SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>3<sup>rd</sup> December 2014</b>
<b>TITLE OF REPORT:</b>	<b>Outcome of Adult Social Care Peer Challenge and action plan</b>
<b>REPORT BY:</b>	<b>Director for Adults and Wellbeing</b>

## **Classification**

Open

## **Key Decision**

This is not a key decision.

## **Wards Affected**

County-wide

## **Purpose**

To note the outcome of the Adult Social Care Peer Challenge undertaken in June 2014 and to consider the council's response to the areas for improvement identified.

## **Recommendation(s)**

**THAT:**

- (a) note the outcome of the review attached at Appendix 1;**
- (b) note the action plan attached as Appendix 2 as the response to the areas for improvement identified**

## Alternative Options

- 1 No alternative options presented. This report is for information purposes and has been approved by Cabinet in October 2014.

## Reasons for Recommendations

- 2 The council is required to submit a response to the report outlining how it intends to address each of the identified areas for improvement, the timescales for action to be undertaken, and the monitoring and evaluation arrangements.
- 3 To provide Health Overview and Scrutiny Committee with an opportunity to make further recommendations as part of the improvement process of a key priority area for the council.

## Key Considerations

- 4 A peer challenge was undertaken in June 2014 (23<sup>rd</sup> June – 26<sup>th</sup> June 2014).
- 5 The review was led by Mr David Stevens, Director of Adult Social Care, Sandwell Metropolitan Borough Council and supported by the following people:
  - Keymn Whervin – Expert by Experience
  - Liam Waldron – Expert by Experience
  - Councillor Yvonne Davies – Cabinet Member Sandwell
  - Sue Alexander – Head of Service (Worcestershire)
  - Chris Lewington – Head of Service (Warwickshire)
  - Eddie Clarke – WMADASS Peer Challenge Programme Lead
- 6 The Peer Challenge team were provided with a number of key documents prior to the visit including a self-assessment completed by the Adults and Wellbeing directorate leadership team.
- 7 During the onsite visit, the review team interviewed a number of stakeholders including:
  - Service users and carers (both at the council offices and at the service locations)
  - Front line staff and managers
  - Clinical Commissioning Group Senior Leaders
  - Senior leaders within NHS provider organisations
  - Members, Health Overview and Scrutiny and Group Leaders
  - Chief Executive, Leader of the Council
  - Directorate management team
  - Commissioners
  - Project teams
  - Finance managers

- Independent and Voluntary Sector Providers
- Key stakeholders and partners including Healthwatch, Herefordshire Carer Support Service, Herefordshire Disability United
- Making it Real Board

8 Following the publication of the findings from the Peer Challenge, the report has been shared initially with the directorate leadership team to undertake a high level analysis of where work is currently underway and where we need to further develop our work plans.

### **Scope of the review**

9 As part of the West Midlands Peer Challenge process, the host authority outlines the scope of the review. In this instance, the following questions were set to provide the focus for the review:

1. Does the Adult and Wellbeing Transformation programme have the structures and mechanisms in place to deliver its objectives including the financial plans and closer integrated commissioning and delivery set out in the Better Care Fund?
2. Do we have sufficient focus on service user and carer (families) experience and the mechanisms to allow them to influence commissioning, service redesign and audit of delivery to enabling personalisation?
3. A focus on our workforce is a key priority in the next 12 months. Will our organisational model and improvement plans for our operational staff enable us to deliver our quality, personalisation and financial aspirations?

### **Key Findings from the Review**

10 The main points identified during the Peer Challenge visit:

- a) There is already much progress in developing a vision for adult social care, transformation programmes and related structures:
  - Clear vision and leadership from the Director
  - Strong political support
  - Buy in from staff
- b) There is a need for stronger links with people who use services, carers, staff and partners to deliver:
  - Market shaping to extend care and support options
  - Better commissioning processes and outcomes
  - Effective care management and creative support planning
- c) There remain important areas for further focus:
  - Safeguarding

- Service user/carer engagement with real co-production
- Personalisation
- Integration with the NHS
- Community capacity building
- Performance/financial reporting systems

These things together, will lead to improved individual and personalised outcomes.

### **Key Strengths**

11 As part of the Peer Challenge review, the team identified a number of key strengths within the service area including:

- Substantial activity in re-integrating adult social care back into the Council
- Clear feel of a brand new Directorate
- Strong leadership from the Director
- Sense of drive and direction from the new leadership team
- Staff stated they were up for the challenge
- Good support from lead Members and the Chief Executive
- Re-launch of engagement Boards and Groups will support better commissioning and outcomes for service users and family carers who now felt they were being heard again
- Focus on the development of the workforce (internal and external) was a real strength

### **Areas of focus**

12 Where the review team identified some of the critical areas requiring focus, these areas have been prioritised as part of the action planning process and a number of changes have been initiated. These include:

#### **a) Safeguarding**

Safeguarding practice was not in scope for the review, however the team identified that this is an area for improvement, this supports the experience of the new service lead. This area is a known weakness and a number of changes are being initiated.

These include the following:

- Restructuring of the Safeguarding Adults Board and business unit to develop a multi-agency approach to strategy, planning, process, public awareness, training and development and service user participation. This review is due for completion in November 2014.
- Implementation of new practice in line with the Making Safeguarding

Personal initiative from the Local Government Association (LGA) and Association of Directors of Adult Social Care (ADASS). This enables an outcome focussed approach and will bring front line practice in line with the national expectations set out in the Care Act, which will come into force in April 2015.

- Undertaking of a Peer Challenge review of Safeguarding so that the changes identified above are implemented into practice and a set of performance measures can be analysed to review the effectiveness of the transformation. This review is planned for April 2015.

## **b) Personalisation and Service User/Carer engagement**

The Peer Challenge team found that progress made around the personalisation agenda and the drive for service users and carers to take more control over the support they receive needed acceleration. This is an area which will be at the heart of the Adult Wellbeing transformation programme and a number of changes are under way in this area.

These include the following:

- Recruitment of an Expert by Experience as a Personalisation Lead to project manage the programme of work and drive the transformation of self-directed support and personalisation.
- Re-launch of the personalisation programme with front line staff to ensure the cultural change required is understood in practice.
- Revise and refocus the Making it Real Board ensuring that the board has a clear terms of reference and work programme.
- Development of a toolkit and framework to provide guidance and support with involvement of service users and carers in all service redesign.
- Revision of the council's Direct Payment policy and embedding it into social work practice.

## **c) Integration with the NHS**

The review team identified that in order to optimise efficiency and achieve better outcomes; the development of a whole system approach must be taken.

The following work is underway:

- Key strategic partners are working together on a number of projects to design and connect services in a more coordinated way. This work will be managed through a system wide change programme and a Transformation Board.
- The Better Care Fund, System Resilience Fund and DCLG Transformation Challenge Award submission are all recent developments that have required integrated planning and commissioning arrangements with our

Clinical Commissioning Group NHS partner to be developed. A joint Commissioning Board with the CCG is now providing a clear governance structure for integrated decision making between the two organisations.

- Redesign of integrated urgent community services to ensure the pathway supports optimum discharge from acute hospital care and prevent admissions.

#### **d) Community Capacity Building**

Herefordshire's strong community and volunteer base provides a real opportunity to develop local services led by communities. This will be a fundamental strand of the Adults and Wellbeing prevention and early intervention strategy.

As part of the System Leads Transformation Programme, there is a workstream focussed on the role of communities in the care, support and wellbeing of the population.

This workstream is being led by the Director of Adults and Wellbeing to ensure that the work currently underway within public health, housing and social care is visible and priorities and objectives across the health and care system are aligned.

#### **e) Performance and financial reporting systems**

The weakness of the reporting systems and data quality was identified and this is an area that has been a focus for the directorate over the past six months.

The following activity is in progress (or completed):

- A comprehensive integrated performance dashboard is now in place and reviewed monthly by the Directorate Leadership Team and will feed into the Quarterly Performance Reviews. The dashboard integrated operational data, with national performance reporting on outcomes, business and finance metrics and quality metrics.
- Recruitment to fill a number of vacancies in the performance team to ensure the right skills and capacity are now in place has been completed (from September 2014).
- System integration between a number of key systems to provide automated payment of invoices against care packages commissioned.
- Implementation of a "no purchase order no payment policy".
- Embedding the new resource allocation system (RAS) which went live in April 2014 to provide indicative personal budgets. This indicative budget is calibrated against the amount of financial resource within the overall Adult Social Care budget so enabling much closer monitoring and identification where overspend is occurring.
- Quarterly performance reviews being run by the Chief Executive are now in place and provide an opportunity for members and other senior officers to challenge each directorate's performance against agreed metrics. These will include financial targets.

- 13 The action plan, attached at Appendix 2 is an iterative process and will continue to be refreshed and updated as part of the transformation programme. Cabinet will be kept informed of progress against the action as part of the corporate performance reporting process.

## **Community Impact**

- 17 The implementation of the action plan will deliver further improvement towards achieving the council's priorities of enabling residents to live safe, healthy and independent lives.
- 18 Vulnerable adults and their carers will experience different approaches to service delivery as a consequence of the implementation of the actions set out in the plan and through the delivery of the wider transformation programme.

## **Equality and Human Rights**

- 19 As the action plan is implemented, equality impact assessments will be carried out where relevant.

## **Financial Implications**

- 20 The actions included in the plan in Appendix 2 are included within the Adult Social Care budget. Where additional resource is being procured, this is included within the planned spend against the overall transformation programme budget.

## **Legal Implications**

- 21 The local authority is required to comply with key legislation and guidance including NHS and Community Care Act (1990); Mental Capacity Act (2005); Deprivation of Liberty Safeguarding (2009); Mental Health Act (1983); No Secrets (2000). The improvements will also bring the council into line with key legislative changes in the Care Act 2014.

## **Risk Management**

- 22 The risks associated with the failure to implement the action plan are:
- Financial risk – if Adult Social Care is unable to effectively monitor closely the commissioned care packages against the overall budget
  - Reputational risk – this is both from a professional (Peer Challenge, LGA and ADASS) perspective and to the service users, staff and key partners
  - Operational and practice risk – there is a risk of failing to understand and meet the individual outcomes for service users and carers including safeguarding

Ongoing risks to the implementation of the action plan will be identified and captured as part of the risk management process within the transformation programme

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### **Consultees**

Further information on the subject of this report is available from  
Helen Coombes, Director for Adults and Wellbeing on Tel (01432) 260048

- 23 The following people have been consulted on the recommendations of the review and their views incorporated into the action plan; management board, directorate staff and managers, group leaders, health overview and scrutiny and service users.

Staff and service users will continue to play an active role in the further development of this action plan. The continual improvement of services will be led by service users and carers as part of the council's commitment to coproduction in design and delivery of services.

## **Appendices**

Appendix 1- Herefordshire Peer Challenge Feedback and Recommendations

Appendix 2- Action Plan

## **Background Papers**

None identified.