

11 February 2014		ITEM 9
Health and Well-Being Overview and Scrutiny Committee		
Adult Social Care Peer Challenge Report		
Report of: Roger Harris – Director of Adults, Health and Commissioning		
Wards and communities affected: All	Key Decision: No	
Accountable Head of Service: Les Billingham – Head of Adult Social Care		
Accountable Director: Roger Harris – Director Adults, Health and Commissioning		
This report is Public		
Purpose of Report: To advise Scrutiny Committee of the findings from the recent Adult Social Care Peer Challenge		

EXECUTIVE SUMMARY

In mid-2013, Adult Social Care asked the Local Government Association to run a peer challenge as part of the East of England Sector Led Improvement Programme. The challenge took place on 19th-21st November 2013. The priority areas identified for the peer team to focus on were:

- To examine the extent and effectiveness of the arrangements in place for co-production and engagement in enabling people to have a real say and involvement in shaping services, informing commissioning and enabling the delivery of results and outcomes that achieve what people want
- To consider the contribution and impact of local initiatives aimed at building community capacity, enabling people and communities to be self-sufficient and supporting people to plan for, and find, their own local solutions to care and support needs

The headline findings from the challenge are as follows:

- Strong vision
- Ambitious, radical, bold, innovative, good sign up
- Planning for implementation and effective delivery
- Need to performance manage metrics and evidence
- Connect elements together locally to make more impact
- Mainstreaming, sustainability and interface with other services
- Balance with integration and the rest of adult social care

1. RECOMMENDATIONS:

1.1 That Committee note the findings of the Peer Challenge

2. INTRODUCTION AND BACKGROUND:

Since 2011 there have been a number of changes made to the performance and improvement framework for adult social care following the abolishment of the Care Quality Commission (CQC) Annual Performance Assessment. This includes a much stronger emphasis on developing effective sector-led assessment and improvement.

Peer Challenge is a central part of the sector-led improvement programme for Adult Social Care, which is led by a national Towards Excellence in Adult Social Care Board (TEASC) that includes the Department of Health and CQC. The model for ASC has been developed by the LGA, working closely with TEASC and ADASS.

The East of England Region has embraced the sector-led improvement approach and Thurrock has been actively involved in this. In 2012 Thurrock, together with Hertfordshire, Southend and Norfolk, developed and piloted a model of self-assessment and evaluation, which has since been adopted across the region.

Building on this model, the region introduced its approach to peer challenge in 2013. Thurrock was the first council in the region to undertake an adult social care peer challenge under this model.

Thurrock Peer Challenge - Context and Purpose

Adult Social Care was judged as ‘Good’ by CQC in its final Annual Performance Assessment in 2010. Since then, the service has embarked on a significant programme of transformation – embedding personalisation, re-designing service provision etc. At the heart of this change has been a genuine vision and commitment to embrace the principles of co-production and engagement and enable people to be part of everything we do.

Our future plans for adult social care are ambitious, challenging and involve the whole council and community. They include changing the relationship between Public Services and citizens, offering a new deal between individuals and communities exercising more control over their lives. Central to this is a focus on the strengths that exist within communities that create the capacity to ensure that the needs of our most vulnerable residents are met.

Building Positive Futures – our programme of transformation aims to:

- Tackle the issues that cause poor health such as poor housing, social isolation and fragmented services;
- Enable neighbourhoods to become more self-supporting, and older people to remain active later in life; and
- Manage the demand for health and social care more effectively by reaching people before a crisis occurs.

It commits the council and partners to:

- Creating the communities that support health and well-being;
- Creating the homes and neighbourhoods that support independence; and

- Creating the social care and health infrastructure to manage demand.

Peer Challenge offers a timely, genuine and significant opportunity for external testing of current achievements, areas for development and capacity for transformation and change.

Through the peer challenge process adult social care sought to demonstrate our change journey to date and to test and validate the ambitions, focus and pace of our future transformation plans.

Peer Challenge Approach and Methodology

The members of this East of England Regional Adult Social Care Peer Challenge Team were:

- **Mick Connell**, Director of Adults and Communities, Leicestershire County Council
- **Councillor Mike Connolly** (Labour), Leader of the Council, Bury Metropolitan Borough Council
- **Ian Evans**, Programme Co-ordinator, Thurrock Coalition
- **Natasha Burberry**, SLI Programme Manager, East of England ADASS
- **Sarah Bennett-Jones**, Adult Social Care Commissioner, LB Merton
- **Marcus Coulson**, Challenge Manager, Local Government Association.

1. The team were on-site from 19th – 21st November 2013. The programme for the on-site phase included activities designed to enable members of the team to meet and talk to a range of internal and external stakeholders. These activities included:

- interviews and discussions with councillors, officers and partners
- focus groups with managers, practitioners, frontline staff and people using services and carers
- the reading of documents provided by the council, including a self-assessment of progress, strengths and areas for improvement against key areas of business.

2. The benchmark identified to use in this work were the LGA/ADASS Key Questions that in conjunction with the scope outlined by Thurrock would add value to feedback the team could give, these are:

1. Vision, Strategy and Leadership
2. How well are outcomes being achieved for people?
3. Participation
4. Working Together
5. Commissioning

KEY FINDINGS

Vision, Strategy and Leadership

Strengths

- The vision for the Council is clearly articulated and adult social care is one of the Council's five priorities
- The Politicians and Chief Executive understand the importance and value of the adult social care agenda to the Council's overall improvement journey
- The Portfolio Holder is informed and passionate about adult social care
- The adult social care transformation agenda is ambitious and wide ranging and the DASS and Head of Adult Services are clearly leading
- The narrative of adult social care co-production and raising community capacity in Thurrock is one of innovation
- From the evidence we have seen staff are passionate about the opportunities the Council's vision can bring
- Adult social care and Housing are working well together: e.g. public and private sector housing, ExtraCare, adaptation waiting times
- Good relationship between CCG and Council

Areas for consideration

- Co-production and community capacity initiatives need to be mainstreamed
- Increase the use of outcome based evidence e.g. case studies and examples of impact and demand reduction, to tell the adult social care story
- Complete and publish the Autism Strategy

Outcomes

Strengths

- The Council has a strong commitment to delivering better outcomes which are radical and transformational and the plans reflect this
- One off mental health recovery budgets demonstrate a positive use of personal budgets
- Low turnover of adult mental health practitioners
- Staying Safe Agenda has reduced crime involving those who use learning disability services and raised awareness generally
- Thurrock Lifestyle Solutions are delivering positive outcomes through their strong ethos which empowers local people

Areas for consideration

- The next stage of your journey is to measure the impact of your activity to achieve these outcomes e.g. Local Area Co-ordination (LAC), Asset Based Community Development (ABCD), Community Hubs

- The plan to mainstream the initiatives needs further work
 - Connecting it all together at a local level
 - The interface with other services
 - The timeline for demonstrating impact and sustainability
- The Council is doing a lot of good things, consider how to share this
 - e.g. low turnover of adult mental health practitioners
- Understand the increase in permanent admissions to care homes for people aged over 65
- More work required on learning disability health checks completed by GPs

Participation

Strengths

- Consultation and engagement with users and carers is typically done well and demonstrated in Council strategy and practice. This aspect of the Corporate Peer Challenge of December 2011 has been delivered
- Thurrock Coalition involved in the Peer Challenge Team as a key member
- The Board of Thurrock Lifestyle Solutions is wholly comprised of people with Learning Disabilities
- Community Hubs run by the community with a wide range of opportunities for all aspects of the community
- The LACs were appointed with community members involved and this has been mainstreamed in social worker recruitment

Areas for consideration

- Consultation could be improved through involvement of the community in initiatives from the start which includes increased publicity, awareness and information
- Increase the use of “Let’s Talk” and “You Said, We Did” in events to capture how people can affect change
 - For example: People feel connected to a process/outcome/consultation because they are part of Thurrock Coalition Networks and Groups.
- Widen and deepen the relationships with the Third Sector to further increase consultation and engagement and allow the Compact to become embedded
- Give the LAC initiative time to embed, train and build a mutual awareness base. Think about how success will be measured
- Ensure the transformation agenda is communicated to and refreshed with all staff, particularly those on the front line
- Harness local resources and expertise which then should be seen as a person-centred, flexible “living process” particularly in relation to Direct Payments, Early Intervention and Prevention

- Consider the Time Banks initiative

Working together

Strengths

- Building Positive Futures provides a unifying focus for working in partnership
- Council works effectively in collaboration with ULO, HealthWatch Thurrock, Thurrock Lifestyles Solutions, Community and Voluntary Sector (CVS) and North East London Foundation Trust (NELFT)
 - HealthWatch Thurrock: involved with policy development
 - User Led Organisation (ULO) users on training event ensures outcomes are achieved
- The Health and Wellbeing Board (HWB) appears to be well set up as a foundation for future development
- Workforce development training is well planned, structured, thoughtful and organised across the sector

Areas for Consideration

- Consider the balance between your focus on co-production and building community capacity and the rest of Building Positive Futures
- HealthWatch Thurrock should have the same opportunities for engagement as Thurrock Coalition within a programme for the whole population
- Adult Mental Health team at Grays Hall open to further work and links into LACs to consider early intervention and prevention
- Develop clear success criteria within workforce development evaluations

Commissioning

Strengths

- Commissioning Lead has a clear vision of how the LAC can complement other services throughout the Care Pathway and add value
- LAC have some examples of early impact whilst their cases are broad and diverse
- Strong adult social care record in procurement
- Thurrock Lifestyle Solutions
 - Locality bases being developed to improve the lived experience
 - House for Transitions a successful efficient initiative
 - Effective support for the provision of personal assistants
- Carers Information and Advice Service (CARIADS) are visible in the community providing a flexible solution based approach
- Dementia nurses working with Care Homes

Areas for consideration

- Recognition that outcomes based commissioning is the way forward but is a challenge and user led commissioning could be improved
- The user and carer experience could be better realised throughout the commissioning cycle
- Support for commissioning to be locally focussed but need greater clarity about how to achieve this
- Ensure the Resource Directory is reviewed and updated and that frontline staff effectively signpost
- Accelerate the activity to broaden the offer around residential and nursing care
- There is a need to further develop the JSNA to tackle specific issues e.g. future housing demand, voice of user and carer and a community focus
- Referrals to CARIADS from adult social care could be improved
- The introduction of the public health function into the Council is an opportunity – which could be further realised

CONSULTATION (including Overview and Scrutiny, if applicable)

This report has been agreed with the Adult Social Care senior management team. The final peer challenge report has been shared with community partners. The peer challenge team presented the headline findings from the challenge to the Thurrock Diversity Network (TDN) on the final day of the challenge.

IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

The pressures faced by Adult Social are recognised within the Community Strategy and the Medium Term Financial Strategy. The four corporate balance scorecard indicators are reported to Directors Board and Cabinet on a monthly basis and the corporate risk for adult social care is reported to Directors Board and Cabinet quarterly. The service proactively engages in the sector-led improvement model and in 2013/14 is planning a 'peer challenge' to provide external challenge and scrutiny.

IMPLICATIONS

14.1 Financial

Implications verified by: **Mike Jones**
 Telephone and email: **01375.652772**
mjones @thurrock.gov.uk

There are no specific financial implications arising from this report

Legal

Implications verified by: **Roger Harris**
Telephone and email: **01375.652192**
rharris@thurrock.gov.uk

There are no specific legal issues arising from the report as this is just for members information and so no formal legal referral was felt necessary

Diversity and Equality

Implications verified by: **Roger Harris**
Telephone and email: **01375.652192**
rharris@thurrock.gov.uk

There are no specific diversity issues arising from this report as this is just for members information.

Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

None.

Report Author Contact Details:

Name: Rhodri Rowlands
Telephone: 01375.652953
E-mail: rowlands@thurrock.gov.uk

