

BARNSLEY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan.

REPORT OF THE EXECUTIVE DIRECTOR (PEOPLE) TO CABINET ON 14th NOVEMBER 2018

OUTCOMES OF THE PEER CHALLENGE OF ADULT SOCIAL CARE IN THE BOROUGH

1.0 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the findings of a recent peer challenge of adult social care in the Borough.

2.0 RECOMMENDATIONS

- 2.1 **That Cabinet notes the outcomes of the Peer Challenge and the next steps in achieving progress against the areas for consideration, identified by the Peer Reviewers, as part of building upon the good practice already established.**

3.0 INTRODUCTION

3.1 Background and Context

- 3.2 Cabinet will be aware that since 2011, external inspection of adult social care has ceased. In its place, sector led improvement was, initially, led through the national '*Towards Excellence in Adult Social Care*' or TEASC Programme which was developed by the then Department of Health, together with the Association of Directors of Adult Social Care (ADASS) and the Local Government Association (LGA). The TEASC Programme was the basis of an earlier Peer Review of Adult Assessment and Care Management Services, in Barnsley, which took place in 2015 and whose outcomes were considered by Cabinet, that year.

- 3.3 Currently, all local authorities within this Region have signed up to the Yorkshire and The Humber ADASS Sector Led Memorandum of Understanding. This commits each local authority to undergoing at least one Regional Peer Challenge every two years. Peer challenge is a proven tool for improvement and is a process commissioned by a local council which involves a small team of local government councillors and officers spending time at the council, as 'peers' to provide challenge and share learning.

3.4 Scope and Methodology for the Peer Challenge in Barnsley

- 3.5 Barnsley's Peer Challenge took place during 11th – 13th September and the Peer Challenge Team was composed of the following experienced officers:

- Karen Pavey – Director of Adult Social Services (North Lincolnshire District Council) and Lead ADASS Peer
- Councillor Gwen Lunn – Cabinet Spokesperson for Adult Social Care and Health (Kingston-Upon-Hull City Council) and Lead Member Peer
- Michael Melvin – Acting Director of Adult Social Care (City of York Council)
- Sue Richards – Service Director for Service Integration (Kirklees Metropolitan District Council)
- Sara Storey – Head of Service (Access and Prevention) Sheffield City Council
- Tim Gollins – Assistant City Manager (Workforce, Prevention, Partnerships and Early Intervention) Kingston-Upon-Hull City Council
- Venita Kanwar – LGA Associate and Manager of the Barnsley Peer Challenge

3.6 The focus of the Peer Challenge was to consider how far services made effective use of available resources and achieved value for money. As part of preparations, the Adult Social Care and Health Service (Business Unit 2) undertook a self-assessment.

3.7 The Peer Reviewers undertook the Peer Challenge based on a consideration of the following areas:

1. Adequacy and sustainability of adult social care resources.
2. Identification of areas in which greater value for money could be secured.
3. Observations on overall structural arrangements in adult social care.
4. Positioning to drive the quality agenda.

4.0 Summary Of Outcomes

4.1 The detailed findings emerging through the Peer Challenge are outlined in its final report. A summary of key strengths and areas identified for consideration is set out below:

4.2 Area 1: Adequacy and sustainability of adult social care resources

Strengths

- Evidence of significant and well-handled change, supported by a commitment to core, organisational values.
- Strong, stable and well-motivated workforce.
- Impressive asset-based initiatives for building social capital.
- Good approach to early help and prevention.
- Strong partnership ethos with a clear focus on reducing delays in hospital discharges.
- Balanced budget, supported by measures to maximise income and charging.

Areas for consideration

- Describe improved outcomes for the most vulnerable adults and develop success measures.

- Consider further opportunities for maximising income.
- Review pathways out of hospital and build upon the excellent performance concerning low levels of delay in discharge from care, by strengthening re-ablement services in the community.
- Consider reviewing controls for access to adult social care and expenditure on adult residential care as part of promoting independence.

4.3 **Area 2: Identification of areas where greater value for money could be secured**

Strengths

- Benefits of a 'whole council' approach linking jobs, economic growth, building social capital and co-production with investments in adult social care and targeting help for the most vulnerable in order for them to achieve their potential.
- Good understanding of population needs in planning community based support, in collaboration with the Area Councils.
- Well commissioned carers support service at a local level.
- Good use of public health, asset based community development.
- Early help offer.
- Whole council approach to supported employment.

Areas for consideration

- Articulation of the new operating model for adult social care, from the 'porch' to long term care.
- Options to develop extra care as part of promoting independence and longevity among adults in need of care or support.
- Greater use of population modelling to plan sufficient provision for adults with learning disabilities and autism that promotes independence.

4.4 **Area 3: Observations on overall structural arrangements In adult social care**

Strengths

- Evidence of leadership at every level.
- Performance and quality assurance underpins decision-making.
- The model of public health in the Council is generating early help conversations and has the potential to strengthen adult social care practice.

Areas for consideration

- Consider the role and responsibilities of the Principal (Adult) Social Worker to drive the social care strengths-based approach and assets-based model of adult social care, in the Borough.
- Explore the potential of links with Children's Social Care (including transitions; data sharing and a common life-course approach) as part of reducing costs earlier and inverting the pyramid of dependence.
- Clarify the various roles across customer access and duty in teams.
- Articulation of the vision for the integration of health and social care.

4.5 **Area 4: Positioning to drive the quality agenda**

Strengths

- Recent investment in capacity for driving internal quality and service improvement.
- Annual publication of the Local Account for Adult Social Care and recent publication of the Market Position Statement, concerning care provision.
- Co-production in commissioning activity.
- Cost of care exercise – agreement on staggered fee increase to providers.
- Strong personal assistant numbers.
- Overall good performance relating to the DHSC's Adult Social Care Outcomes Framework (ASCOF).

Areas for consideration

- Use of internal quality assurance as an enabler to assure compliance with statutory duties and performance management to help build the narrative on adult social care provision, including the journey of the adult and the quality of experience.
- Quality of external provision – to consider re-positioning commissioning and brokerage as part of addressing fragility in the local care market and driving quality in regulated provision.

4.6 It should be noted that many of the areas identified for consideration are already being progressed and that no surprises arose through the Peer Challenge. The overall conclusion was that social care in Barnsley was in a good place.

4.7 Next Steps

4.8 Cabinet will be aware that whilst the Peer Challenge has not been an inspection, its outcomes are the culmination of a systematic appraisal of organisational and service effectiveness, based upon the Regional ADASS Sector-Led Programme.

4.9 The Peer Challenge Team was composed of senior leaders and managers who, themselves, are responsible for ensuring value for money and the effective use of resources for adult social care in their own local authorities. The Team, therefore, brought significant knowledge and experience to the Peer Challenge in Barnsley and, as a result, there is a sound evidence basis for adopting and progressing the outcomes of the Peer Challenge although they are not binding on the Authority.

4.10 Building upon the many strengths, identified by the Peer Reviewers, the areas for consideration, specified in the final report will be progressed through the Service's business planning activity during 2018/19 and 2019/20.

5.0 CONSIDERATION OF ALTERNATIVE APPROACHES

5.1 Please see 'Proposal and Justification' below.

6.0 PROPOSAL AND JUSTIFICATION

- 6.1 The abolition of external inspection measures, including the Annual Assessment of Adult Social Services, has meant that local authorities are responsible for monitoring the performance of their adult social care services and instigating improvement.
- 6.2 This is driven by a collective understanding among councils, of the value of peer challenges as a means of sharing best practice and a collective commitment to address under performance in the local government sector as a whole and to provide high quality public services. As such, Peer Reviews and Peer Challenges have the confidence of both central and local government.

7.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 7.1 The outcomes of the Peer Challenge provides assurance that the key elements are in place to enable the Borough to continue to make effective use of adult social care resources which provide value for money both to the experience of service users and to Council Tax payers.

8.0 FINANCIAL IMPLICATIONS

- 8.1 Expenditure, amounting to under £6,000, was incurred in hosting the Peer Challenge Team and this was met from the Service's base budget. Financial issues arising from progressing the identified areas for consideration will be reported and addressed through the Council's service and financial planning process.

9.0 EMPLOYEE IMPLICATIONS

- 9.1 There are no direct employee implications emerging from the Peer Review. In considering the Adult Social Care structure, the Reviewers commented upon the quality of leadership at every level, together with the stability and commitment of the workforce, during a period of significant change and challenges.

10.0 LEGAL IMPLICATIONS

- 10.1 There are no legal implications for the Council arising through consideration of this report.

11.0 CUSTOMER AND DIGITAL IMPLICATIONS

- 11.1 No implications have arisen for service users and carers' in accessing the current range of service channels and methods of transaction available.

12.0 COMMUNICATIONS IMPLICATIONS

- 12.1 The outcomes of the Peer Challenge will be used primarily to help inform managers, practitioners and staff within the Adult Social Care and Health Service through supervision and reviews as part of securing their ownership and buy-in to the recommendations made.

- 12.2 Steps will be taken to further articulate the operating model for adult social care in the Borough, for the benefit of clients and communities.

13.0 CONSULTATIONS

- 13.1 The Council's Senior Management Team and its partners have been consulted on the outcomes of the Peer Challenge, the endorsement of the Council's approach to effectively using resources and achieving value for money, together with the actions being taken to build upon this.

14.0 THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 14.1 Quality adult social care services in Barnsley can help achieve the following Council priorities:
- Ensuring provision is targeted at those with the greatest need whilst, at the same time, managing demand and reducing dependence through access to early help.
 - Ensuring vulnerable adults are safe from harm.
 - People are healthier, happier, independent and active.
- 14.2 The Borough's Local Account for Adult Social Care (2016/17) was considered by Cabinet at the meeting held on 10th January this year. It shows that in many national indicators within the Department for Health and Social Care's Adult Social Care Outcomes Framework (ASCOF) local performance, including for customer involvement and satisfaction, is better than both the national and statistical neighbour average. The Local Account (2017/18) is to be submitted for Cabinet's consideration at the end of this year.

15.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 15.1 The Peer Reviewers' final report makes no explicit reference to any equality considerations. The planning and commissioning of services is conducted through the involvement of all communities as is the provision of information and advice. Services are provided, based upon a good understanding of needs, including specific needs and data and supported by the quality assurance of assessments.

16.0 TACKLING THE IMPACT OF POVERTY

- 16.1 There are no implications for tackling the impact of poverty in the Borough emerging through the Peer Challenge. Among the strengths identified in the Peer Reviewers' final report are the benefits which a 'whole council' has brought in linking job creation, economic growth, building social capital and co-production with prevention and investments in adult social care.

17.0 TACKLING HEALTH INEQUALITIES

- 17.1 A further strength noted in the Peer Reviewers' final report has been the role of public health in enhancing early help, prevention and adult social care practice, including through asset-based community development and in reducing admissions into care, through social prescribing.

18.0 REDUCTION OF CRIME AND DISORDER

- 18.1 There are no implications for tackling crime, disorder or anti-social behaviour arising through this report.

19.0 RISK MANAGEMENT ISSUES

- 19.1 No unanticipated risks have emerged and progress relating to the areas for consideration emerging through the Peer Challenge, will be included within the Service's business planning activity. Progress will be reviewed and any appropriate action will be taken to manage and mitigate any risks impacting on progress.

20.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

- 20.1 There are no implications for the health and safety of the public and workforce or the resilience of the Borough to a civil contingency, emerging through the report.

21.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

- 21.1 The outcomes of the Peer Review contain no adverse implications for the Convention.

22.0 CONSERVATION OF BIODIVERSITY

- 22.1 There are no implications for the local environment or the conservation of biodiversity emerging through this report.

23.0 GLOSSARY

- 23.1 None, applicable.

24.0 LIST OF APPENDICES

- 24.1 There are no appendices to this report.

25.0 BACKGROUND PAPERS

- 25.1 If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

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