

SCRUTINY PANEL

29 June 2017

ADULT SOCIAL CARE PEER REVIEW

Report of the Director for People

Strategic Aim:	Meeting the health and wellbeing needs of the community	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Clifton, Portfolio Holder for Health and Adult Social Care	
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Ward Councillors	Affects all wards	

DECISION RECOMMENDATIONS

That the Panel:

1. Notes the outcome of the recent adults peer review
2. Comments on the associated action plan.

1 PURPOSE OF THE REPORT

1.1 The purpose of the report is to provide the scrutiny panel with the outcome of the Adult Social Care (ASC) peer review, which had two key lines of enquiry. ASC was seeking assurance from the reviewers of our effectiveness on the following:

1) *Personalisation & Independence*

How successful have we been in embedding personalisation across all teams, including health and social care, and the impact this has had on securing independence for service users?

2) *Quality of practice*

How effective has our culture change, multidisciplinary structure and professional development initiatives been in securing high quality practice?

2 BACKGROUND

2.1 The The Local Government Association (LGA) launched its approach to Sector Led

Improvement, in 2011. Peer review was launched following the removal of national targets and assessments with the aim of driving improvement through self-regulation and innovation. In addition, the LGA's 'Rewiring Public Services' campaign endorsed the central role that peer challenge played in ending bureaucratic inspection, improving social care and pressing ahead with transforming public services.

- 2.2 Adult social care departments are now subject to peer review to help drive improvement. The peer challenge forms part of the Association of Directors of Adult Social Services' wider programme of 'sector led improvement' in the region. Sector-led improvement is based on the principle that stronger accountability through increased transparency drives further improvement. It is a process that allows local authorities to be open to challenge from their peers and to get support from them in order to inform improvement and drive change.
- 2.3 The peer review team were on-site for three days from Tuesday 22nd March to Thursday 24th March 2017. The team consisted of: Helen Jones (Director of Adult Social Services (DASS) Nottingham City Council), Jane Boulton (Head of Safeguarding and Professional Standards, Leicester City), Emma Scarth (County Manager, Lincolnshire County Council), Liz Luck (Service Manager, Northamptonshire County Council) and Daniel Routledge (Independent facilitator).
- 2.4 The programme for the review included activities designed to enable members of the team to meet and talk to a range of internal and external stakeholders as well as scrutinise the workflow. These activities included:
 - 1) Interviews and discussions with councillors, officers and partners
 - 2) Focus groups and interviews with managers, practitioners, frontline staff and people using services and their carers
 - 3) Reading documents provided by the service, including a self-assessment of progress.
 - 4) A review of a select number of case files

3 THE KEY LINES OF ENQUIRY.

- 3.1 Following the implementation of the Care Act 2015 which forms the statutory framework for adult social care the adult's service restructured its teams. This was to facilitate key Care Act themes such as personalisation, wellbeing, prevention and integration. Opportunity was also taken to improve on the quality of the service both in practice and approach.
- 3.2 Emphasis shifted to working with people to reach their desired outcomes while working with fellow professionals such as health services and the third sector to achieve those outcomes. The care act way of working is supported in Rutland by the Better Care Fund plan and the adult social care strategy.
- 3.3 The adults social care service has made many changes over the last two years making a demonstrable difference to the way it operates and having a positive effect on the lives of vulnerable adults in Rutland. However, sustainability is key to positive change and to do this assurance was sought to confirm a change in culture across the service and that quality is embedding itself across the wider service, this was the driver for the Key Lines of Enquiry outlined in 1:1.

4 THE REVIEW FINDINGS

- 4.1 The outcome of the review has been very positive reflecting the journey and priority setting of the last two years while adult social care adapts to the new ways of working. The service has concentrated on cultural change and upskilling its workforce while ensuring people are at the centre of every decision, working with them to reach their desired outcome and not the service prescribing to people what it thinks best for them.
- 4.2 Rutland County Council's (RCC) offer to people is described as "excellent" with people's experience with adults services described as "positive". The reviewers describe the staff as enthusiastic and committed at all levels with good leadership. There are "excellent examples" of personalisation with "significantly improved outcomes" for vulnerable people.
- 4.3 Safeguarding had its own mention in the feedback pointing out the improved pathways, following the restructuring of ASC. There is a good awareness of the principles of Making Safeguarding Personal and the overriding ethos that "safeguarding is everyone's business" being a clear message to and owned by the workforce.
- 4.4 The new ways of working preventatively have been positively noted due to ASC engaging with people who historically would not be seen as eligible for services. RCC's nationally recognised steps to actual integration with health and the demonstrable improvements made to the lives of people have also likewise been noted for mention. The development of the in-house learning disability service and how this is used to support people in the community has been singled out as "particularly impressive".
- 4.5 The service welcomes too the areas for consideration the reviewers have pointed out. A significant comment relates to variation in practice between practitioners especially around consideration of the Mental Capacity Act. This is a common theme throughout the country and one the service is already very aware of and actively upskilling the workforce.
- 4.6 The new audit and Quality Assurance (QA) system recently set up in adults services is seen by the reviewers as a good thing but when embedded needs to be rolled out to involve more practitioners doing the audits, a welcome suggestion.
- 4.7 Furthermore we are in need of more creativity in the area of direct payments as the practitioners can be "traditional" in their support planning. The service plan has already highlighted this resulting in an uplift request going to cabinet as we commission pre-payment cards which will make the whole direct payment process easier for users of the service and far less bureaucratic. Service users as a result will have much more choice and control and will be able to attract the care they choose.

5 CONCLUSION AND NEXT STEPS

- 5.1 The service is very pleased with the findings of the review and also welcomes its suggestions which will be embraced to further the quality of the RCC offer. As indicated in the report the review reflects the ASC journey with the major changes being confirmed as evidenced and a positive experience for users of the service.

- 5.2 The service already has mechanisms in place that it can mobilise to enhance itself in the ways suggested by the review. The Continuous Professional Development groups are held every month by all practitioners and this is a very healthy enthusiastic forum to feed into to obtain more consistent practice and further upskill staff. Managers and seniors meet monthly where these will be discussed as standing items and ways agreed as a whole service to ensure all of the suggestions are both adopted and actioned.
- 5.3 In addition to the new QA and auditing system the ASC service has an active Principle Social Worker (ASC Head of Service) who engages in the national network in which these matters of practice are discussed and learning shared in a much wider group. A new position of Social Work Practice consultant has been identified to actively mentor complex cases, advise practitioners and keep managers abreast of changing case law. This post will also address variation in practice and inject creativity.
- 5.4 The service is currently utilising the expertise it contains in creating its own training specifically around practice concerns in complex statutory duties and considerations. This is work in progress but will work across ASC and its associated Heath colleagues.

6 APPENDIX A - OUTCOME LETTER

APPENDIX B – ASC PEER REVIEW ACTION PLAN 2017

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