

12th November 2018**Agenda Item: 4****REPORT OF SERVICE DIRECTOR, NORTH NOTTINGHAMSHIRE AND
DIRECT SERVICES****SECTOR-LED IMPROVEMENT 2018 – SELF-ASSESSMENT AND REGIONAL
CHALLENGE****Purpose of the Report**

1. The report updates the Committee on the annual self-assessment and the outcome of the local challenge which took place in August 2018. The report also informs Committee about the regional peer challenge event with other East Midlands councils which took place in September 2018.

Information

2. As part of a regional sector led improvement process the department is required to complete a self-assessment template on an annual basis which challenges the Council to consider, review and rate its performance across nine areas. These are:
 - Ensuring people have a positive experience
 - Keeping people safe
 - Optimising asset-based social work practice, and promoting choice and control
 - Responding well to initial requests for support
 - Prevention, early intervention and building community capacity
 - Supporting carers
 - Helping people to stay well and independent – adults aged 18-64 years
 - Helping people to stay well and independent – adults over 65 years
 - Helping people to experience a seamless service.
3. As part of this year's self-assessment the department was also asked to gather specific evidence on the effectiveness of the Council's reablement services, which was provided as a "special study" outlining the services and approaches for older and younger adults in order to share learning with other councils in the region about 'what works'.
4. This year's self-assessment was completed in June with input from a range of staff across the department who provided examples of achievements and developments in their areas over the last year. A copy of the self-assessment is available to Members on request.

5. The self-assessment covers the department's performance and activities during the period from April 2017 to April 2018. For this period the department rated its performance as 3 (out of 4) – which equates to good performance – in all of the areas listed above, with the exception of 'responding well to initial requests for support' where performance was rated as 4 (outstanding). These are the same ratings awarded in last year's self-assessment.

Examples of achievements and areas for improvement

6. This section summarises some of the achievements that the department included in the self-assessment as well as areas identified for attention and improvement.
7. **Ensuring people have a positive experience:** 95% of respondents who took part in a survey about the Short-Term Assessment and Reablement service (START) described it as 'excellent'. The development of the Delivering Excellent Practice programme – led by the Principal Social Worker and Principal Occupational Therapist with the aim of supporting and improving frontline practice – was highlighted, and had also been positively recognised during the Peer Review that took place in March.
8. The number of people who use services reporting they have had as much contact as they would like has reduced slightly in 2017/18 to 41%, from 44% the year before, and 362 complaints were received in 2017/18 compared to 322 complaints in the previous year. Common topics included complaints about care and support providers, financial assessment and charging, assessment and review processes and decisions.
9. The Council continues to transform services to meet demand and to manage financial pressures, therefore the small reductions in satisfaction levels against last year's indicators, and the increase in recorded complaints, are seen as symptomatic of the Council's journey to manage the needs and expectations of local residents.
10. **Keeping people safe:** During 2017/18 there has been a small increase in safeguarding service users who were satisfied that their outcomes had been fully achieved. There has also been an increase in the proportion of individuals asked about their 'desired outcomes' during the safeguarding process (from 70.8% in 2016/17 to 75.8% in 2017/18). The use of advocates for adults involved in safeguarding enquiries, where this is relevant, has improved - from 72.4% to 81.6% meaning that those individuals who have difficulty in engaging with the safeguarding process are supported to do so.
11. There had been a small reduction in the national performance measures relating to the proportion of people who use services who feel safe, down from 69% to 66%.
12. **Optimising asset-based social work practice, and promoting choice and control:** Performance data showed that the Council continued to successfully promote and provide choice and control for all service users, with a slight dip in the proportion of service users receiving a direct payment from 46% to 44%. The number of reviews of service users receiving long term support for more than 12 months increased from 6,374 in 2016/17 to 7,331 in 2017/18; evidence of the impact of the ongoing work to embed the Adult Social Care Strategy which aims to keep support under review and ensure that it remains appropriate to the person's identified needs. The self-assessment also highlighted the department as an early adopter of integrated personal commissioning with a significant

increase in the number of personal health budgets, and illustrated the progress and successes of the Notts Enabling Service.

13. **Responding well to initial requests for support:** As experienced in 2016/17, there had been a further increase in the number of requests for support from new people per 100,000 population, from 4,380 to 4,453 in 2017/18. The proportion of people who use services and carers who find it easy to find information about services had risen from 68% to 73%; however the proportion of requests where the outcome was signposting to universal services, or where no service was required, has reduced from 61.6% to 55%. The self-assessment showed that the Council has been able to maintain its performance level in promoting independence through use of short term options to reduce the ongoing level of need, although there continues to be a strong level of demand for long term care support.
14. In the period covered by the self-assessment the Adult Social Care Strategy has been updated and approved by Policy Committee, having been produced with input from frontline staff, service users and carers. The introduction and implementation of the three tier model was also highlighted in the self-assessment. This offers a new way of delivering social care whereby staff have a conversation with an individual to identify the reason for their initial phone call and to see what short term solution or community resource will be available to meet that need. The idea behind the model is for the worker to support the individual to help themselves and find a suitable resolution as early in the process as possible.
15. **Prevention, early intervention and building community capacity:** A number of positive examples of initiatives were mentioned in the self-assessment. These included Mental Health Crisis Link which provides an extension to community based mental health support with dedicated workers embedded within the Crisis Resolution and Home Treatment teams at three mental health acute hospital sites in Nottinghamshire. They work alongside clinical staff to address non-clinical issues, such as problems with private landlords, debt, or dealing with the Department for Work and Pensions, which can cause additional and avoidable stress during a mental health crisis. Also highlighted was the integration of the Co-production team into the Notts Enabling Service, bringing capacity to generate new community based opportunities for all adults as well as young people in transition; and the extension of the falls prevention project.
16. **Supporting carers:** The number of carers supported per 100,000 of the population reduced slightly in 2017/18. This reflected reduced numbers of carers offered formal assessment or reviews, as service provision focused more on offering carers timely information, advice and support on first contact to meet needs at an earlier stage, and this preventative and early intervention work is not captured in this particular performance data.
17. Over a period of two years, consultation with carers has taken place to identify what they value and how they want services to develop in future with the outcome of a new joint commissioning strategy for carers. There has also been work in partnership with Inspire community learning to offer a range of training sessions for carers, including health and wellbeing workshops, assisting carers in coping with the pressures of caring, as well as trialling taster sessions for other community learning and a trial of moving and handling training. These have been well-received and will continue into 2018/19.
18. **Helping people to stay well and independent – adults aged 18-64 years:** Work to promote people's independence continues despite a difficult financial climate. In keeping

with the Adult Social Care Strategy, emphasis has been placed on investment in and promotion of enablement type services, such as Community Living Networks - where people move from supported living into independent tenancies with low level community-based support across a number of properties in close proximity.

19. Despite this work, the rate of new admissions to residential and nursing care increased slightly in 2017/18 and the proportion of adults with learning disabilities supported to live in their own home or with their family decreased slightly. The increase in residential admissions reflects the difficulties in securing new supported living capacity. With regard to the proportion of adults with learning disabilities in paid employment there was a slight increase over the last year.
20. There have also been improvements to the transitions experience for young people and their families, including a named link worker in the Transitions Team for all special needs schools, and all new referrals to the team routed through the Notts Enabling Service to ensure that opportunities for independence are maximised. In addition the Council has approved investment at Brooke Farm, which will increase the number and range of employment opportunities available.
21. **Helping people to stay well and independent – adults aged 65+ years:** The Council continues to successfully implement its programme of developing alternatives to long term residential care. This is reflected in performance which shows that the number of permanent admissions of older people to residential and nursing home care per 100,000 population has reduced since last year's return. The number of older people accessing long term support has also reduced.
22. The self-assessment highlighted the approval of the new Housing with Care Strategy, and also referenced the continuing success of the Connect services, which supported in the region of 4,000 older people to access resources in their local communities and maintain their independence during 2017/18. It also referred to the Home First Response Service, which is a countywide short term rapid response home care service which supports people who have social care needs in their own home for up to seven days. The service is often used to support people on their return home from hospital. It has a reablement and enablement approach to service delivery, and also provides a crisis response for carers.
23. **Helping people to experience a seamless service:** The Council continues to offer a highly successful reablement service, and the proportion of older adults offered reablement services following discharge from hospital increased to 1.8% in 2017/18, compared to 1.3% in the previous year. The rate of Delayed Transfers of Care has continued to reduce steadily over the year, and the Council's performance in this area is regularly reported to the Committee. Benchmarking shows that the Council continues to perform very well on a national basis. This work has been supported by integrated discharge teams, discharge to assess models, ensuring sufficient staffing capacity in hospital social work teams and the development of the Home First Response Service. This work continues to require a high level of oversight, resources and attention to ensure that this good performance is maintained.
24. Other achievements highlighted in this section of the self-assessment were that Nottingham and Nottinghamshire and the South Yorkshire and Bassetlaw Sustainability and Transformation Partnerships were announced by NHS England as accelerator sites to

develop Integrated Care Systems in recognition of their progress to date. It also referenced the evaluation undertaken by Nottingham Trent University and PeopleToo of the benefits of Social Workers working in integrated care teams; this was the first of its kind in the country and has led to the development of a strategic vision for wider integration across frontline teams, as well as attracting considerable national attention.

Sustainability and Risks

25. The self-assessment also requires the department to reflect on current risks in relation to the areas of leadership and governance, adverse events, system leadership and partnership working, workforce, the quality and sustainability of commissioned services, use of resources and culture and challenge.
26. In terms of assessing the perceived level of risk, the department identified all those listed in **paragraph 25** above, as moderate risk with the one exception of high risk being the use of resources, as the Council continues to operate in a challenging national environment, with considerable pressures on the Adult Social Care and Health budget.

Local Challenge

27. The self-assessment and performance information form the basis of a local challenge session undertaken by an independent social care consultant. This took place in August 2018 and involved members of the Senior Leadership Team.
28. The key areas were highlighted as areas of strength:
 - the Personal Assistant (PA) directory on the Notts Help Yourself website
 - New Ways of Working and the increased use of clinics
 - Mental Health Crisis Link as an extension to community based mental health support
 - Age Friendly Nottinghamshire project
 - data sharing across health and social care boundaries
 - Total Mobile and scheduling system to increase service and worker capacity.
29. A key area for development was identified in relation to the disappointing satisfaction and quality of life scores in the 2016/17 carer survey falling below the provisional regional average.

Peer Challenge Summit

30. Further to this, a regional peer challenge event took place in September involving all the Directors of Adult Social Care and other senior management colleagues from across the East Midlands, where all self-assessment submissions and performance data were shared in order to scrutinise the performance of the region as a whole, offer friendly challenge and support, validate the regional risk register and mitigating actions and agree priorities for the Regional SLI programme for the year ahead.
31. The key headlines from the regional event were as follows:
 - managing demand remains a challenge

- budget pressures through increased complexity of need, particularly for learning disability and mental health
- fee inflation, linked to the impact of the National Living Wage, recruitment and retention issues in domiciliary care, fragility of the care home sector and competition from self-funders
- reliance on the Better Care Fund to 'plug the gap' in funding
- it was noted that in most East Midlands councils, there is strong corporate commitment to Adult Social Care.

Next Steps

32. In order to share more widely the range and breadth of developments, progress and support to service users over the last year, a summary version of the self-assessment is being produced. This will be shared with staff, partners and Members to promote the work and performance in Adult Social Care and Health.

Other Options Considered

33. There are no other options considered as the report is providing a summary of the work undertaken to produce the annual self-assessment and the outcome of the local and regional challenges that are linked to this.

Reason/s for Recommendation/s

34. The report provides the Committee with an overview of the work undertaken and the outcomes of the annual sector-led improvement process within Adult Social Care and Health and provides an opportunity for the Committee to consider any further actions it requires.

Statutory and Policy Implications

35. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

36. There are no implications in relation to this work and report.

Financial Implications

37. There are no specific financial implications relating to the sector-led improvement process.

Implications for Service Users

38. The outcomes of the self-assessment and the local and regional challenge meetings are used to consider areas where the Council's performance can be improved, with a view to improving the care and support received by people who need adult social care services.

RECOMMENDATION/S

- 1) That Committee reviews the outcome of the sector-led improvement process for the period April 2017 to April 2018 and considers any actions it requires in relation to the content of the report.

Ainsley MacDonnell

Service Director, North Nottinghamshire and Direct Services

For any enquiries about this report please contact:

Jennie Kennington

Senior Executive Officer

T: 0115 9774141

E: jennie.kennington@nottsc.gov.uk

Constitutional Comments (LM 17/10/18)

39. The Adult Social Care and Public Health Committee is the appropriate body to consider the contents of the report. Members will need to consider whether there are any actions they wish to take in relation to the issues contained within the report.

Financial Comments (DM 19/10/18)

40. As stated in paragraph 37 there are no financial implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

Electoral Division(s) and Member(s) Affected

All.

ASCPH598 final