

10 September 2018

Agenda Item: 4

REPORT OF CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH OUTCOMES OF THE ADULT SOCIAL CARE PEER REVIEW

Purpose of the Report

1. The report informs the Committee of the outcomes of the Adult Social Care Peer Review that took place in March 2018 and asks the Committee to identify any further work required following consideration of these outcomes.

Information

2. Peer Reviews are part of the East Midlands sector led improvement process and take place every two years. They are delivered from the position of a 'critical friend' with the central aim of helping the Council to improve. It is not an inspection nor does it award any form of rating, judgement or score.
3. This year's review took place at the end of March and was led by the Director of Adult Social Care at Leicester City Council, Steven Forbes, alongside senior managers from other councils in the region, including Leicestershire County Council and Rutland County Council.
4. The department asked the Peer Review Team to focus on two key areas:
 - A review of the department's current workforce strategy and plans to support the workforce to deliver the requirements of the Adult Social Care Strategy and integration with health, with a focus on whether the department has the right priorities in place
 - How well Nottinghamshire is responding to the commissioning requirements of the Care Act, market shaping and integrated commissioning with health.
5. The areas of commissioning that the Review Team was asked to focus on were mental health, falls prevention, Notts Help Yourself and home based care.
6. During the three days that the Team spent in the department, they spoke to around 100 people across 25 separate meetings and interviews, including the Senior Leadership Team, the Chairman and Vice Chairs of the Adult Social Care and Public Health Committee, social care and other Council officers, representatives from key partner organisations and a member of the Experts by Experience Group.

7. On the final day of the Team's visit they provided some initial feedback to the Senior Leadership Team and this was subsequently followed up with a letter outlining their findings and recommendations in more detail.

Workforce Strategy – areas of strength

8. The Team was impressed with the workforce strategy being developed, which they felt had a strong focus on professional development. They reported that through this and the Delivering Excellence in Practice programme, the department appeared to have the right tools in place to deliver the Adult Social Care Strategy and was providing the workforce with confidence to be able to deliver the required outcomes. The Team also commented that there was a good balance between target-based practice and practice quality, which was positive and welcomed by staff.
9. The Team also reported that in meetings with frontline staff it was clear that the Adult Social Care Strategy was well-understood and embedded in practice, and they were very impressed at how staff could articulate it in a way that was relevant to their own good practice.
10. The feedback also acknowledged the importance of the roles of the Principal Social Worker and the Principal Occupational Therapist. They reported that the post holders are well-regarded, valued and visible and that it felt like they were at the core of the development of the Delivering Excellence in Practice programme.
11. This programme provides a framework with the aim of improving front line service delivery through sharing best practice and providing training activities that support successful delivery of Nottinghamshire's Adult Social Care Strategy. There are four work themes that sit within it: access to a good core training programme; ensuring good quality assurance; ensuring staff feeling confident about defensible decision-making; and development of best practice through more opportunities for critical reflection and improved supervision.

Workforce strategy – areas for development

12. The Peer Review Team suggested it would be helpful to consider how the development of the Council's workforce linked in to development of health colleagues in order to maximise any opportunities for more integrated working and outcomes.
13. The Team also reported that there seemed to be more of an expectation that staff would be proactive in ensuring their own self-development than may have been the case in the past. Whilst the Team did not see this as an issue of concern, they suggested that there may be an inconsistent understanding of this amongst the workforce and that it would benefit from better articulation.
14. There was a recommendation that further work is required on the training and development offer for staff based in the Council's Direct Services (e.g. day services, supported employment and residential services) in relation to supporting their understanding and delivery of the Adult Social Care Strategy. This has already been recognised within the department and work is underway to address this. There is already a comprehensive core training framework for staff that provide direct services that relates more specifically to the nature of their roles.

15. The Peer Review Team also suggested that the Workforce Strategy could include a greater focus on succession planning, with more opportunities presented by the Council to develop the leaders of the future. In relation to the development of the workforce, the Review Team suggested that the department might wish to consider how it would evaluate that the culture of the workforce had successfully changed in the way that was required.

Commissioning – areas of strength

16. The Peer Review Team highlighted the ‘very strong person-to-person relationships within the footprint of Nottinghamshire’. They described the department as the ‘glue’ that holds together a complex social care and health system. They also found that staff felt enough ownership to take action and progress with the services required, even when it is not always clear where the strategic leadership should reside.
17. The Team acknowledged the Council’s strength in doing things with a good evidence base around the intended outcomes, and a realistic approach to what the service focus is.
18. The department received positive feedback about its structured plans and programmes, and the Team felt that strategic commissioning appeared to be at the core of what the Council is doing. The involvement of Experts by Experience in the planning and development of some services also received positive feedback, as did the Notts Help Yourself website and its promotion of accredited Personal Assistants. The Team also recognised the commitment to future market shaping and development through the Notts Help Yourself directory.

Commissioning – areas for development

19. The Peer Review Team acknowledged that regarding the health footprints Nottinghamshire has two Sustainability and Transformation Partnerships (STPs)/ Integrated Care Systems, both of which are accelerator sites, and five Vanguards, so there is considerable complexity in relation to social care and health integrated working. In relation to joint working around mental health the Team felt that this would benefit from a clearer articulation of the ‘social model’, and the key priorities for the Council in this area, when entering into discussions with health partners. There is currently work underway in the Nottingham and Nottinghamshire Integrated Care System to develop a new strategy around mental health, and the Council will use this opportunity to provide a strong social care input.
20. The Team also felt that in some of their discussions the STPs/Integrated Care Systems had been heralded as the ‘solution’ to areas of challenge and that this was something that the Council needed to manage carefully.
21. The Team highlighted the innovation and transformational projects that the Council had undertaken, with a recommendation that more could be done to evaluate and provide the evidence where this has led to embedded change in the way staff and the department operates. Whilst there is always more that can be done, the department feels that evaluation and learning from pilots and projects is an integral part of the way it works. By way of example, there is regular and comprehensive evaluation of the services commissioned using the Better Care Fund and Improved Better Care Fund, and this is subject to reports to Committee and the Health and Wellbeing Board. The work of the Transformation team includes evaluating the pilots that have been rolled out across the

County; such as the IT developments supporting better liaison between health and social care staff in hospitals, enabling services, scheduling arrangements in the reablement service, three tier conversations at the point of contact with the Council and the Home First scheme. The evaluation of the social care role in integrated primary care teams, prepared for the Local Government Association Care and Health Improvement Programme, was the first research of its kind in this field.

22. The Team also suggested that the department could consider strengthening the interaction between the commissioning, transformation and operational functions. The Team praised the involvement of service users and carers in designing and commissioning the services they will use and identifying the outcomes they require, and queried whether there was scope for expanding this.
23. Finally, the Team recommended that the department considers how care and support planning for individual service users could be used to inform and enhance the wider social care market development. It also felt it was important to ensure some clarity about the main purpose of the Notts Help Yourself directory so this is not lost as a result of being used for too many different things.
24. As a result of feedback received from the Peer Review Team in March work has already taken place in response to the recommendations, particularly in relation to the future of mental health services and the further development of the Adult Social Care workforce strategy – which is the subject of a separate Committee report on this agenda.
25. The Senior Leadership Team will review progress on work undertaken since the Peer Review findings were shared with the department through existing mechanisms, such as the Performance Board and Senior Leadership Team meetings.

Other Options Considered

26. No other options have been considered.

Reason/s for Recommendation/s

27. The report is presented for Members to consider the outcome of the Peer Review and any specific actions required by the Committee as a result of this.

Statutory and Policy Implications

28. 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.

Financial Implications

29. There are no specific financial implications related to this report.

Human Resources Implications

30. The implications of the department's workforce strategy will be covered in detail by the associated report on agenda of this meeting.

Implications for Service Users

31. The purpose of the Peer Review, as part of the sector-led improvement process, is to review aspects of current service and performance with a view to improving the service that the department provides to people who require care and support services.

RECOMMENDATION/S

- 1) That the Committee identifies any further work required following consideration of the outcomes of the Adult Social Care Peer Review in March 2018.

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Constitutional Comments (LM 03/08/18)

32. The Adult Social Care and Public Health Committee is the appropriate body to consider the contents of the report. Members should consider whether there are any actions they require in relation to the issues contained within the report.

Financial Comments (DG 08/08/18)

33. The financial implications are contained within paragraph 29 of 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.

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