

**To the Chair and Members of the Health and Adult Social Care Scrutiny Panel**

**Sector Led Improvement & LGA Peer Review Update**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Cllr Glyn Jones	ALL	No

**EXECUTIVE SUMMARY**

1. This report outlines the current performance and assessment framework for Adult Social Care, with a focus on the Sector Led Improvement (SLI) Framework. It summarises our current status at each stage of the process – including an update on the recommendations made in the LGA peer review. The report also outlines opportunities for members to become involved in the performance and assessment process.

**EXEMPT REPORT**

2. N/A

**RECOMMENDATIONS**

3. Members of the Panel are asked to:
  - Note the current performance and assessment framework of Sector Led Improvement for Adult Social Care.
  - Accept the current status of SLI activity in Doncaster and the actions from the LGA peer review.
  - Consider the opportunity to be involved in the completion of Doncaster's Adult Social Care self-assessment risk tool.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Sector Led Improvement framework allows an external challenge to the quality and performance of our Adult Social Care and support arrangements in Doncaster. Where improvements are required, the framework offers support from peers and best practice organisations. Adult Social Care in Doncaster has benefitted from the framework and it continues to assist in our Transformation of care and support.

## BACKGROUND

### The Sector Led Improvement Framework

5. The outcomes framework 'Transparency in Outcomes' (2011) removed the requirement for councils responsible for Adult Social Care, to have an annual performance assessment (APA) from the Care Quality Commission. The requirement for councils to be responsible for their own improvement was introduced, which was to be enabled through the production of a Local Account and the development of a '**Sector Led Improvement' (SLI) framework.**
6. The Association of Directors of Adult Social Services (ADASS) took the lead on the development of SLI, and has done this through its regional forums. The ADASS Group for Yorkshire and the Humber, which is made up of Directors of Adult Social Care from each of the 15 Local Authorities in the region, has overseen the development of and approved an approach to SLI. The approach provides an improvement framework that promotes external challenge, peer support and collective responsibility for improvement. The Yorkshire and Humber framework consists of five stages:
  1. **Self-Assessment**
  2. **Reality Checks** – through customer access mystery shopping
  3. **Desktop Review** – Annual Assessment report for each Council
  4. **Annual Performance Event**
  5. **Improvement Programme** – programme of activity to include Peer reviews, thematic reviews, buddy arrangements.
7. Doncaster has participated in the development and running of the improvement framework.

### Current Status for each SLI stage

#### Self-Assessment

8. The Local Government Association (LGA) and ADASS have now developed a self-assessment risk tool. We are currently piloting the tool which will be complete at the end of November. The findings of the risk tool will be collated and used to produce a regional risk report for Directors.

**There will be opportunity for members to contribute to the self-assessment over the coming months.**

#### Reality Checks

9. The annual mystery shopping assessment provides valuable, free insight into customer experience in accessing social care. The services are checked by volunteer mystery shoppers and rated. Doncaster is now rated **Good or Fair** in all areas of assessment. Officers in our Customer services and Adult social care teams have worked with the NHS to make improvements as a result of previous assessments, and will continue this in 2015/16.
10. Along with two other Councils, we are now recruiting mystery shoppers in Doncaster to add to the regional pool.

## **Desktop Review**

11. A desktop review allows an annual independent assessment of our performance.
12. The Adult Social Care Outcomes Framework (ASCOF) – provides a consistent, comparable performance framework for ASC. There are 27 performance indicators in the framework – roughly half of these derived from activity returns and the others from user and carer surveys. Our Performance Assessment for 2014/15 shows Doncaster is in the top 3 councils in the region for improvement across the 27 indicators.
13. However we have some areas where performance is a concern. These are consistent with those regional areas for concern. Specifically these are;
  - **Residential admission rates for older people**
  - **Re-ablement**
  - **Take up of Direct payments for social care users**
14. Our improvement leads in these areas and operational staff have taken up our full allocation of places at the regional Masterclasses in Wakefield on 29<sup>th</sup> October 2015.
15. We now have data from the 14/15 user survey which will allow a deeper analysis of the reasons for the decline in people surveyed stating they have as much **Social contact** as they would like.
16. We will be engaging with the ADASS lead to assist with our work on **Residential admissions** and improving **Social contact**.

## **Annual Performance Event**

17. This annual event focuses on the common areas for improvement in the region. Managers and workers from Doncaster attended the 2015 event held in Wakefield on 29<sup>th</sup> October. This 2015 event featured focussed on;
  - Admissions to residential care
  - Delayed discharge from Hospital
  - Re-ablement services
18. From this event, a programme of improvement activity is agreed for the next year. The programme for 2016 is currently being agreed by Directors from across the region.

## **Improvement Activity**

19. The region has an annual programme of targeted improvement activity to assist improvement. This will include peer challenges and reviews.

## **LGA peer challenge**

20. The LGA were commissioned to co-ordinate a peer challenge of Adult Social

Care, which took place in January 2014. The review team were on-site for five days and presented a final report back to the Council in March 2014.

21. The agreed areas of focus for the peer challenge were;

- Vision, Strategy and Leadership
- Outcomes for people who use services
- Participation
- Resource and Workforce Management
- Service Delivery and Effective Practice

22. Across the areas of focus, the challenge team highlighted 43 strengths and 41 areas for consideration. The report was accepted in full by Cabinet on 11<sup>th</sup> April 2014 and a commitment was made to utilise this independent view of Adult Social Care in Doncaster as part of our improvement activity and SLI framework.

23. The main points from the report can be summarised using quotations from the final report as;

**“Adult social care in Doncaster is well run, having benefitted from stable leadership over time. There is clear ambition and support for the adult social care modernisation agenda and a willingness to make and carry through difficult decisions. Staff work hard and there are some notable areas of practice that are worth publicising on a wider stage”.**

**Overall, the review team felt that adult social care is “well placed to modernise”. There was a strong message however that in order to deliver a modernised service we “need to up the ambition and pace of changes to the personalisation offer and organisational culture”.**

**“There needs to be a greater focus on designing and delivering services alongside service users [co-production] and a need to be more agile with front line staff being empowered to deliver whilst having a greater understanding of performance which drives their behaviours”.**

24. All 84 points made in the report were incorporated into the directorate improvement plans for 14/15 and 15/16. A review of progress on these points by the directorate leadership team in Summer 2015 showed that there were some actions which were still outstanding. These have been highlighted in our draft self-assessment (section 8 of this report) and will be managed as a priority through the focussed transformation plan by the Directorate Leadership Team and Improvement Board.

25. These actions are:

- Modernisation to be progressed at pace
- Improve use of co-production to design and plan services
- Increase the number of people taking up Direct payments
- Reduce the rate of residential admissions and numbers in care
- Performance to be better understood by staff at front line
- Modernisation of care market
- Recruitment and retention of staff in the care sector

## OPTIONS CONSIDERED

26.

- A) For the panel to note the content of the report and to take the opportunity to become involved in the completion of the self-assessment for Doncaster.
- B) For the panel to note the content of the report and not be involved with the self-assessment.

## REASONS FOR RECOMMENDED OPTION

27. The recommended option is to note the content and to become involved in the development of the self-assessment. This will allow the self-assessment to become a rounded document which represents the views of members and officers.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

28.

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	<p>The SLI framework provides assurance and challenge to Adult Social Care in Doncaster.</p>
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p>	

	<ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	Council services are modern and value for money.	Performance Improvement is a fundamental element in achieving value for money.
	Working with our partners we will provide strong leadership and governance.	

## **RISKS AND ASSUMPTIONS**

29. None

## **LEGAL IMPLICATIONS**

30. There are no legal implications as a result of the report. Implications should be reconsidered when the self-assessment has been completed and further action under the SLI framework is determined.

## **FINANCIAL IMPLICATIONS**

31. There are no direct financial implications arising from this report or the SLI process.

## **HUMAN RESOURCES IMPLICATIONS**

32. None

## **TECHNOLOGY IMPLICATIONS**

33. None

## **EQUALITY IMPLICATIONS**

34. None

## **CONSULTATION**

35. None

## **BACKGROUND PAPERS**

36. LGA Peer Review Doncaster Report March 2014

## **REPORT AUTHOR & CONTRIBUTORS**

Theo Jarratt, Business Improvement Manager  
 Tel: 01302 737827 Email: Theo.Jarratt@doncaster.gov.uk

**Dave Hamilton**  
**Director of Adults Health and Wellbeing**