



Derby City Council

COUNCIL CABINET
7 October 2015

Report of the Cabinet Member for Integrated
Care and Health

ITEM 13

Adults Social Care Use of Resources Peer Challenge Findings 2015

SUMMARY

- 1.1 The Council welcomes external review of its services and uses peer challenge reviews on a regular basis to assess the quality of outcomes delivered and support improvement planning in an open and transparent way.
- 1.2 In early 2015 Derby requested a LGA led 'Use of Resources' Peer Challenge Commissioned through the Strategic Director Adults Health and Housing (AHH). Derby sought an external view of the effectiveness of their use of resources in Adult Social Care. This was focused on two key lines of enquiry; (a) value for money in the quality of services and outcomes for customers with the available budgets and (b) governance arrangements for budget risk and risk to individuals.
- 1.3 This report presents a summary of the findings as detailed in a letter to the Strategic Director of AHH (Appendix 2). The peer challenge team agreed with the majority of the evidence presented and identified some key strengths recognising Adult Social Care at Derby as ***“very self-aware, well led and very well run with savings made in most areas whilst quality had been maintained in many services”***. Overall the Council was judged to be delivering best value with evidence of good progress but needed to monitor costs with room for some improvement in governance arrangements.
- 1.4 Actions for improvement have been identified and incorporated into business plans for 2015/16. Progress on actions will be monitored during 2015/16 to inform our strategic planning and act as marker on our improvement journey. The findings letter will be published on the Council's website.

RECOMMENDATION

- 2.1 To note the findings of the Use of Resources Adult Peer Challenge. .

REASON FOR RECOMMENDATION

- 3.1 These findings recognise the Council's achievements in Adult Social Care and highlight areas where further improvements could be made. The Council can share these findings and outline Improvement Plan with its residents and customers.



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SUPPORTING INFORMATION

- 4.1 Introduced by the Department of Health's (DH) *'Towards Excellence in Adult Social Care'* (TEASC) and Local Government Association (LGA) *'Taking the Lead'* initiatives; the sector led improvement programme (SLI) replaced external Annual Performance Assessment (APA). Peer challenges are now a key driver of SLI and councils are expected to self-assess their performance and share this alongside their priorities and achievements in with residents and customers.
- 4.2 Along with the publication of the Local Account, the peer challenge is a key way in which the Council can share the vision and key priorities of its adult social care services. The findings of the peer challenge provide an external independent assessment of key achievements in these services for 2014/15 and outline areas for further improvement and capacity for change.
- 4.3 A two year regional peer challenge programme began in 2013 with Derby becoming the second council to receive a peer challenge visit in October 2013 resulting in a positive report. This was followed in May 2014 when progress was again assessed through a new self-assessment and improvement plan by regional peers.
- 4.4 In 2015 the LGA were invited by Derby to conduct an additional 'Use of Resources Peer Challenge' visit to assess the Council's achievements against two key lines of enquiry;
 1. *"Do Derby Adult Social Care services provide value for money in terms of the quality of services and outcomes for individuals within the available budget?"*
 2. *"Are the governance arrangements fit for purpose regarding budget and risk to individuals?"*
- 4.5 Evidence to support the lines of enquiry was outlined in our Self- Assessment and a comprehensive range of 89 supporting documents. These included findings from Adult Social Care and Carers Surveys 2014-15, Adult Social Care Outcome Framework measures, Think Local Act Personal (TLAP) 'Making it Real' markers and Personalisation Outcomes Evaluation Toolkit (POET) to name just a few. Prior to the peer challenge visit, the team helped the Council to complete a benchmarking report, addressing expenditure and activity trends which informed the review.

- 4.6 Derby's 'Use of Resources' Peer Challenge visit took place between 24 and 27 March 2015 consisting of 42 meetings with around 73 different stakeholders. The peer team tested the evidence provided to support the key lines of enquiry as well as looking at overall leadership and governance. This was done through one to one interviews, meetings and workshops with a broad range of members, managers, staff at various levels, partners, providers, customers and carers who gave their views and comments on how the council was doing in these key areas. This process contributed to the review team's findings which were reported in a letter to the Strategic Director of Adults, Housing and Health (**Appendix 2**).
- 4.7 The peer challenge was aimed at helping the Council and its partners in assessing current achievements, areas for development and capacity to change but was not an inspection. Instead it offered a supportive approach, undertaken by 'critical friends' with information collected on a non-attributable basis to promote an open and honest dialogue. The headings below were used in the feedback with an addition of the scoping questions outlined above. The themes were:
1. Prevention
 2. Recovery
 3. Long Term Support
 4. Business Processes
 5. Partnership
 6. Contributions
- 4.8 The peer challenge team itself comprised of;
- **Graeme Betts**, Adults Improvement Adviser, LGA
 - **Councillor Alex Norris**, Portfolio Holder for Adults, Commissioning and Health, Nottingham City Council
 - **Rachel Ayling**, LGA Associate
 - **Jane Milligan**, Chief Officer, NHS Tower Hamlets Clinical Commissioning Group
 - **Harry Downie**, Assistant Director, Business Redesign and Development, Communities and Wellbeing, Bury Council
 - **Amanda Whittaker-Brown**, Programme Manager, Productivity, LGA
 - **Marcus Coulson**, Challenge Manager, LGA
- 4.9 The peer challenge team felt they were made very welcome and thanked all participants and contributors for their open and constructive responses during the challenge process.

- 4.10 Initial feedback was given to the Council on the last day of the challenge including an overview of the key messages. The report built on the initial findings and gives a detailed account of the peer challenge. Overall the findings are very positive. Throughout the peer challenge the team were impressed by our strong and effective leadership which was *“very self-aware, well led and very well run with savings made in most areas whilst quality had been maintained in many services”*. The Council was judged to be delivering best value with evidence of good progress but needed to monitor costs with room for some improvement in governance arrangements.
- 4.11 The key findings of the peer challenge exercise were;

Strengths

1. The peer challenge team agreed with the vast majority of the Use of Resources Self-Assessment – Adult Social Care at Derby City Council (DCC ASC) is *“very self-aware”*.
2. DCC ASC were seen as *“very well led and very well run”*.
3. Savings had been successfully made in most areas whilst maintaining quality in many services.
4. A good range of tools and methods had been applied across the whole business to save money.
5. There were many areas of good and excellent practice in Adult Social Care delivering positive outcomes for those who access services.
6. Relationships with partners were seen as *“open and positive”* - sharing similar values that deliver positive outcomes for those who use services.
7. Staff at all levels of the Directorate *“work hard”* and are *“passionate about what they do to deliver positive outcomes”*.

4.12 **Key areas for consideration:**

1. The projected financial position of Derby City Council was considered “*very serious*”.
2. Adult Social Care were viewed as very clear there that there are opportunities for further savings but these may be limited, in the light of on-going demographic and legislative pressures.
3. Members were noted to have made tough decisions and delivered positive outcomes for residents and now need to be bold and make further decisions.
4. The team was of the view that there is an on-going risk in relation to the quality of care homes – both those provided by the Council and those commissioned from the independent sector.
5. The team advised the Council to actively consider the options for the in-house care homes and some other in-house services as a matter of urgency.
6. Ensure the transition to a new DASS and other corporate staff is managed carefully to ensure success.
7. The key theme picked up by the review team was that “*The engine is running hot*” - frontline staff are running out of capacity and that there is a need to develop a plan to address the implications of the Care Act.
8. The team also advises the Council to “*Develop costed commissioning plans*” for other areas (including preventative services).

4.13 There were strengths and key areas for consideration identified for all seven of headings of the peer challenge as detailed in Appendix 2.

4.14 Following review by Council Cabinet, the Adult Peer Challenge findings will be published on the Council’s website.

4.15 The Adult Social Care service has identified a number of areas for action following the peer review. Actions for improvement have been incorporated into business plans and will be monitored during 2015/16 so that we can continue to respond to these challenges and demonstrate better outcomes in future. Key actions include:

- Achieve a successful transition to new Adult Social Care senior management structure and Director of People.
- Continue to develop community resilience through Local Area Coordination, Shared Lives and working with Primary Care / other partners.
- Review commissioning plans to ensure fully costed and risk based. .
- Undertake review to maximise capacity in assessment teams.
- Continue to improve the use of assistive technology and telecare in partnership with Health as a more cost effective alternative.
- Gain a better understanding of the financing of in-house services and their costs, with a full review of delivery options.
- Strengthen the strategic risk framework, strategy and risk register to ensure adult social care risks are fully reflected.

OTHER OPTIONS CONSIDERED

5.1 The Council could choose not to take part in or publish findings from Adult Peer Challenge programme. However this would be out of step with the vast majority of councils and would leave Derby as an outlier. It fulfils the good practice requirement to self-assess performance and achievements with the help of peers and make performance and financial information more readily available to local residents.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Head of Legal Director of Finance and Procurement Acting Head of Strategic HR and OD Acting Strategic Director Adult Social Care Head of Performance and Intelligence
For more information contact: Background papers: List of appendices:	Kas Sahota, Improvement Officer, Performance and Intelligence Division, Organisation and Governance Directorate Tel 01332 643481 email kas.sahota@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Derby Peer Challenge Findings

IMPLICATIONS

Financial and Value for Money

- 1.1 The Adult Peer Challenge findings assess our activity outturn compared to gross expenditure and delivery of value for money.
- 1.2 The costs of conducting the Peer Challenge are minimal and covered through existing budget provision.

Legal

- 2.1 None noted.

Personnel

- 3.1 The Peer Challenge findings include performance against some of the people indicators in the Council Plan.

Equalities Impact

- 4.1 Equality and diversity are covered in various supporting documents, including the Annual Report and impact assessments in key strategic documents.

IT

- 5.1 None arising.

Health and Safety

- 6.1 None arising.

Environmental Sustainability

- 7.1 None arising.

Asset Management

- 8.1 None arising.

Risk Management

- 9.1 The peer review identified areas for consideration around governance and risk. These are detailed in appendix 3 and will be addressed as part of the council’s wider review of corporate governance and risk management.

Corporate objectives and priorities for change

- 10.1 The Adult Peer Challenge findings provide evidence of performance against priority outcomes contained within the Council Plan that are evidenced through the Adult Social Care Outcomes Framework measures as well as business plan objectives.

