
Health and Social Care Scrutiny Board (5)
Cabinet

23 September 2020
13 October 2020

Name of Cabinet Member:

Cabinet Member for Adult Services – Councillor M Mutton

Director Approving Submission of the Report:

Director of Adult Services

Ward(s) affected:

All

Title:

Adult Social Care Annual Report 2019/20 and Outcome of Peer Challenge

Is this a key decision?

No -

This is a report of performance for 2019/20 and no recommendations are made that have significant financial or service implications.

Executive Summary:

The Adult Social Care Annual Report and Key Areas of Improvement 2019/20 (also referred to as Local Account) describes the performance of Adult Social Care and the progress made against the priorities for the year. It also provides specific examples of the operational activities to support people with care and support needs and carers.

Although there is not a statutory requirement to produce an annual report, it is considered good practice as it provides an opportunity to be open and transparent about the successes and challenges facing Adult Social Care and to show what is being done to improve outcomes for those that come into contact with our services. The production of an annual report is part of the Local Government Association's (LGA) approach to Sector Led Improvement.

A further part of the Local Government Association approach to Sector Led Improvement is the Peer Challenge process, and in early March 2020 Adult Social Care was subject to a Peer Challenge. Peer Challenges provide an important opportunity for assessment of our work and an indication of areas we might focus on to improve going forward.

The findings of the Peer Challenge are included in the Annual Report which included a number of positives and also made a number of recommendations, many of which will form a key part of our improvement activity as we progress through 2020/21 and subsequent years.

The production of the 2019/20 annual report and the reporting to Health and Social Care Scrutiny Board and Cabinet of the outcome of the Adult Social Care peer challenge was delayed due to the significant service efforts in responding to COVID-19.

Recommendations:

1. Health and Social Care Scrutiny Board (5) is asked to:
 - (i) Consider the Adult Social Care Annual Report and the outcome of the Adult Social Care Peer Challenge and submit any comments to Cabinet for their consideration on these matters

2. Cabinet is asked to:
 - (i) Consider comments from the Health and Social Care Scrutiny Board
 - (ii) Approve the Adult Social Care Annual Report and Key Areas of Improvement for 2019/20 (Local Account)

List of Appendices included:

Appendix One - Adult Social Care Annual Report and Key Areas of Improvement 2019/20 (Local Account)

Appendix Two – Coventry Adult Social Care Peer Challenge March 2020 (letter)

Appendix Three – Coventry Peer Challenge Adult Social Care 3 to 5 March 2020 (presentation)

Background papers:

None

Has it been or will it be considered by Scrutiny?

Yes – Health and Social Care Scrutiny Board (5) on 23 September 2020.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Adult Social Care Annual Report and outcome of Peer Challenge 2019/20

1. Context (or background)

- 1.1. The Local Government Association (LGA) launched its approach to Sector Led Improvement in 2011. This approach was introduced following the removal of national targets and assessments and with the aim of driving improvement through self-regulation, improvement and innovation. As part of this approach to Sector Led Improvement the expectation is that an Annual Report is produced by all local authorities with Adult Social Care responsibilities. The production of an Annual Report is not a statutory requirement, nor has any statutory guidance been issued on its content or style.
- 1.2. A further part of the approach to Sector Led Improvement is the Peer Challenge process. Peer Challenges are an important part of the Sector Led Improvement approach, where at periodic intervals a Peer Challenge team, led by a Director of Adult Services from elsewhere within the West Midlands visits a local authority for a period of three days to undertake a peer challenge. The Peer Challenge process also includes a case file audit in which a team of three Principal Social Workers review 20 social work cases and social work practice.
- 1.3. This report covers matters relating to both the Adult Social Care annual report and the Peer Challenge which took place over 3 to 5 March 2020, towards the end of the period covered by the Annual Report.
- 1.4. Adult Social Annual Report
- 1.5. The Annual Report describes the performance and achievements along with considering the challenges for Adult Social Care in Coventry. It is intended to provide assurance to stakeholders that Adult Social Care is delivering its objectives and is achieving positive outcomes for people in Coventry within the resources available.
- 1.6. The content of the Annual Report is informed by feedback on the experiences of people who come into contact with Adult Social Care, this feedback may be given in person, through groups or in response to surveys. A number of more specific case studies and direct quotes have been used to demonstrate the impact that Adult Social Care has on individuals and their families. Those who have commented on previous reports have consistently stated that case studies are an important aspect of the report, as they help to demonstrate outcomes for individuals and the difference it has made to their lives.
- 1.7. Although an Annual Report is produced for a 12-month period it needs to be recognised that the work of Adult Social Care does not fit neatly within a twelve-month period and delivery of the Adult Social Care objective of promoting independence and providing personalised care and support is very much an ongoing endeavour.
- 1.8. The Local Account reflects on the work during the financial year (April 2019 to March 2020) which includes the start of the impact of the Covid-19 pandemic. The impact of Covid-19 has been significant to Adult Social Care with a real impact being experienced from the end of February 2020, however there was much positive work done in the months before this which needs to be recognised. Although the challenges presented by Covid-19 are significant they are not the only challenges we face and some of the key challenges we are continuing to address include:

- Increasing demand for services resulting from an ageing population. By 2029, the city should expect to have an additional 8,900 people aged over 65 and an additional 2,000 people aged over 85. This group of people are more likely to live with multiple health conditions that require support
- Increasing numbers of adults with mental ill health accessing long term support
- Increasing costs of care due to external factors including National Living Wage, increases to employer pension contributions, the increased complexity of the care needs that people are experiencing

1.9. The production of the 2019/20 Annual Report has drawn on the pool of feedback and information gathered over the year from a range of sources including social care staff, Partnership Boards, Adult Social Care Stakeholder Group, providers, partner organisations and people that have been in contact with Adult Social Care, along with their families and carers. Particular feedback to note includes:

- The work of the Visual and Hearing Impairment team in providing training and advice to people with a significant visual impairment to promote their independence. Their work enabled Mark (page 21 of the Local Account) to adapt to the need to use a 'long cane' and maintain an active social life.
- Following discharge from hospital and a care service being put in place our Occupational Therapy service worked with Elizabeth (page 24 of the Local Account) to regain her independence. She now does not need any care.

1.10. Adult Social Care Peer Challenge

1.11. Coventry hosted an Adults Social Care Peer Challenge from 3 to 5 March 2020. As well as the lead director the review team involved senior Adult Social Care Managers and an Elected Member from other West Midlands Local Authorities and local "experts by experience". The team spent the challenge period reviewing against our two Key Lines of Enquiry (KLOE), which were;

- A number of changes have been made to how we support people at home in recent years. We want the Peer Challenge team to consider what else could be done in order to reduce our levels of residential admissions and support people in their own communities?
- The work to develop our promoting independence approach is ongoing and this will always be the case. Can the Peer Challenge team advise how we might improve further in this area and what opportunities for improvement exist through working closer with internal and external stakeholders?

1.12. The Peer Challenge identified many positives in respect of progress made in Adult Social Care in Coventry including:

- Adult social care has done an excellent job in managing resources and improving outcomes over the last few years with strong leadership from the directorate management team
- The Practice Review demonstrated the move to strengths-based practice:
 - Huge amount of work undertaken and good progress made since the Practice Review undertaken in October 2018

- Excellent documents/tools produced and implemented (Adult Social Care Practice Framework and Strengths-Based Practice Handbook)
- Practitioners and managers understand strengths-based practice
- Good examples of where strengths-based practice has been used well
- The re-shaping and improvement work of promoting independence is impressive and is delivering some tangible results - some areas would describe this as significant transformation
- Management and focus on the provision of formal services is very impressive given the pressures within the health and care system
- No immediate issues of concern that need urgent attention - it is not unusual for issues of concern to be flagged in the course of a peer challenge

1.13. The team also suggested that we should consider focussing on the following areas to enable adult social care in Coventry to continue to develop, but did note that the resources available to focus on improvement are limited within the service;

- To ensure a 'One Coventry' focus, involving communities, the voluntary sector and other providers in the plan for adult social care
- Improve the involvement and co-design with people and their families who use services
- Focus on the practice around patient/service user flow through the entire system to reduce the high usage of residential care and ensure personalised care
- To develop our commissioning approach with Public Health, creating more diverse support and shaping of the voluntary and community market
- To ensure our commissioning approach incorporates co-production and engagement with people and their families who access services
- To address the range of accommodation and support on offer to ensure residential care is only used when needed and improve provision for younger adults
- To have a clear strategy for digital technology integrated with the 'One Coventry' transformation priorities

1.14. Although since the peer challenge a lot of our normal improvement work has been put on hold due to Covid-19, the changing circumstances has enabled us to make progress in a number of these areas, for example:

- *Use of technology:* Our use of technology to support our assessment activity has grown significantly. Whereas the majority of our work was completed face to face doing things remotely has become the norm wherever possible. This work is aligned with health partners as we jointly develop approaches working with service users through technology. As we progress achieving the right blend of technology and face to face contact we will be required to ensure we continue to engage with people in a way that is effective.
- *Shaping the voluntary and community market:* We have engaged with community-based organisations in different ways to support people affected by COVID-19. This includes establishing new relationships and flexible approaches to support those impacted by shielding and other vulnerable groups. This work provides us with a strong foundation to further develop community-based approaches and through this we have brought the work of Public Health and Social Care closer together to achieve greater impact.
- *Joined up and timely support:* We have worked with health partners to rapidly speed up the hospital discharge process and established 7 day working. The extent to which this work progresses and is mainstreamed is a matter for all partners to consider.

1.15. Improvement Priorities

1.16. As we continue to improve the priority remains supporting people to live independently in their communities. Our ability to deliver this requires a strength-based approach to how we deliver our work with people with care and support needs and their family carers, including a diverse and sustainable market for care and support within the City. It is also important to recognise that although our focus is on Adult Social Care our success is increasingly intertwined with health services, and as we progress, how support is connected across health, adult social care and the community and voluntary sector to deliver positive outcomes will be an increasing focus.

1.17. Moving forward we propose to frame our improvement work in the following four areas, which reflect the peer challenge findings and we will continue to engage stakeholders in this work to help ensure we are focusing our efforts on the areas of highest impact.

- Our Promoting Independence Model
We remain clear that our service focus is promoting independence. We now want to explore the possibility of where added impact can be achieved through combining our resources with those of partners in the City to support people to prevent deterioration and to actively support themselves as much as possible. This means looking first at what people can do with their skills, resources, relationships and their communities and understanding more from people as to what contributed to a positive experience so that this can be extended.
- Accommodation Offer
Our continued commitment to support people at home remains a priority. However, when an alternative is required, we seek to ensure this offers the best opportunity for reablement and promoting independence. We want to ensure the accommodation offer in the City is relevant to the lives of those who may require both accommodation and support. We can achieve this by encouraging and supporting the development of facilities within the City offering provision for people to live as independently as possible. In doing so feedback from those who are or want their care and support needs met within the appropriate housing setting is critical.
- Locally Based Support
We will continue to work with the local care provider market to help this important market remain stable and robust, with appropriate quality standards and costs. We do however also want to develop opportunities to connect the formal care market with local communities to strengthen our model of supporting people at home whilst including a focus on accessing support and resources available in the local area.
- Digital Technology and Innovation
In order to maintain and develop modern, person centred services, we will use technology enabled care opportunities and ensure our workforce is equipped with technology to work agilely and support people effectively. We will focus on self-service wherever possible, giving people the opportunity to access adult social care on their terms, at a time and place of their choosing. Recognising that digital services are not appropriate for all we want to develop our approach in a way that remains flexible enough for us to respond to people with care and support needs and their carers when they need us. Working in partnership with the One Coventry programme team we will ensure we

address issues of Digital Inclusion to ensure our residents are able to access digital support and services.

2. Options considered and recommended proposal

- 2.1. An Annual Report provides the opportunity to evidence and communicate Adult Social Care's performance in an accessible and transparent way as part of an overall approach to Sector Led Improvement. It is therefore recommended that the Annual Report for 2019/20 is approved by the Cabinet.

3. Results of Consultation undertaken

- 3.1. Although the Annual Report for 2019/20 was not subject to specific consultation, the content has been drawn from feedback gathered from people who come into contact with Adult Social Care together with comments from other partner organisations and stakeholders in the City. Two users by experience formed part of the peer challenge team which also engaged with our Stakeholder Groups. Engagement regarding the four key improvement themes will be ongoing.

4. Timetable for implementing this decision

- 4.1. Once approved, the Annual Report will be published on the Council's internet pages and shared with partners and stakeholders. Improvement work has continued through 2019/20 and the pace and focus of this continues to be impacted by Covid-19.

5. Comments from the Director of Finance and the Director of Law and Governance

5.1. Financial implications

Whilst there are no direct financial implications arising from the production of the report, the performance of Adult Social Care continues to be impacted by changes to Council resources and national legislation changes.

The report highlights the £95m Adult Social Care Spend in 2019/20 compared to equivalent spend of £88.2m in 2018/19, with the increase in cost largely driven by National Living Wage increases and increases in complexity of packages of care. This increase has been resourced from additional Council investment in Adult Social Care identified in the Budget report as well as extra grant resources received from Government.

5.2. Legal implications

There are no direct legal implications arising from the publication of the Annual Report.

The publication of the report is in accordance with the 2011 Department of Health recommendation that all local authorities' Adult Social Care directorates publish an Annual Report. This shows how the local authority performed against quality standards, and what plans have been agreed with local people for the future.

6. Other Implications

6.1. How will this contribute to the Council's Plan (www.coventry.gov.uk/councilplan/)?

This Annual Report demonstrates the progress of Adult Social Care in maintaining and improving outcomes for the population of Coventry. This progress contributes to the Council's

objectives of citizens living longer, healthier, independent lives and contributes to the priorities in the Council Plan to protect the city's most vulnerable people.

6.2. How is risk being managed?

A range of risks exist in the delivery of Adult Social Care services, most notably related to resources and our ability to meet demand. These are managed through directorate and corporate risk registers.

6.3. What is the impact on the organisation?

There is no direct impact on the organisation.

6.4. Equality and Consultation Analysis (ECA)

An Equalities Impact Assessment is not appropriate for this report. There has been a continued drive to embed equality and diversity within operational practice, commissioning plans and performance monitoring.

6.5. Implications for (or impact on) climate change and the environment

None

6.6. Implications for partner organisations?

There are no specific impacts for partner organisations arising from this report at this point but as the work of Adult Social Care is connected to health organisations and the voluntary and community sector as we seek to improve impacts may be experienced. The Annual Report provides an overview of Adult Social Care's performance and provides assurance to partners that progress is being made.

Report author(s):

Name and job title:

Andrew Errington
Adults Principal Social Worker

Service:

Adult Services

Tel and email contact:

Tel: 024 7683 1542

Email: andrew.errington@coventry.gov.uk

Enquiries should be directed to the above person

Contributor/approver name	Title	Service	Date doc sent out	Date response received or approved
Contributors:				
Andrew Errington	Adults Principal Social Worker	Adult Services	06.08.20	06.08.20
Pete Fahy	Director of Adult Services	Adult Services	06.08.20	06.08.20
Lisa Lawson	Adult Services Programme Delivery Manager	Adult Services	07.08.20	19.08.20

Michelle Salmon	Governance Services Officer	Law and Governance	07.08.20	10.08.20
Ian Bowering	Head of Social Work (Prevention and Health)	Adult Services	07.08.20	03/09/20
Sally Caren	Head of Social Work-Mental Health and Sustainability	Adult Services	07.08.20	17.08.20
Marc Greenwood	Head of Business Systems	Adult Services	07.08.20	18.08.20
Jon Reading	Head of Commissioning and Provision	Adult Services	07.08.20	19.08.20
Names of approvers for submission: (Officers and Members)				
Barry Hastie	Director of Finance	Coventry City Council	07.08.20	18.08.20
Janice White	Team Leader, Legal Services	Law and Governance	07.08.20	24.08.20
Gail Quinton	Deputy Chief Executive	Coventry City Council	25.08.20	25.08.20
Councillor M Mutton	Cabinet Member for Adult Services	Coventry City Council	09.09.20	10.09.20

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