

Health and Social Care Scrutiny Board (5)
Cabinet

29 September 2021
12 October 2021

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 and Key Areas of Improvement 2020/21 (Local Account)

Is this a key decision?

No - This is a report of performance for 2020/21 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 2020/21 (also referred to as the 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 service users 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. This approach was launched following the removal of national targets and assessments for Adult Social Care. It should however be noted that the government has announced an intention for a formal oversight regime for Adult Social Care to be introduced, led by the Care Quality Commission. No detail or specific timescales have been set for this, but the indication is that a move away from Sector Led Improvement will be forthcoming.

The production of the 2020/21 report has drawn on the pool of feedback and information that was gathered over the year from a range of sources including social care staff, Adult Social Care Stakeholder Reference Group, providers, partner organisations and people that have been in contact with Adult Social Care along with their families and carers. It reflects the performance and activities throughout the main period of the COVID-19 pandemic to date.

The Local Account also looks forward to 2021/22 and includes summary details regarding key areas for improvement. These are improvements the service intends to look at to achieve better service delivery, improve outcomes for people and supporting our ability to operate within the resources available. The priority is to improve care and support services for adults and in doing so to create a stable provider market for the city, within the context of the Adult Social Care reforms recently announced.

Recommendations:

Health and Social Care Scrutiny Board (5) is asked to:

- 1) Consider the report and submit any comments to Cabinet for their consideration on the content of the report.

Cabinet is asked to:

- 1) Consider comments from the Health and Social Care Scrutiny Board (5).
- 2) Approve the Adult Social Care Annual Report and Key Areas of Improvement 2020/21 (Local Account).

List of Appendices included:

Appendix One - Adult Social Care Annual Report and Key Areas of Improvement 2020/21 (Local Account)

Background papers:

None

Other useful documents:

None

Has it been or will it be considered by Scrutiny?

Yes – Health and Social Care Scrutiny Board (5) on 29 September 2021

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 Key Areas of Improvement 2020/21 (Local Account)

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 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. The government plans however to reintroduce oversight of Local Authority Adult Social Care functions by the Care Quality Commission (CQC) although no confirmed date exists for this to be introduced. In its NHS reform White Paper, the government has proposed introducing a duty through the Health and Care Bill, in which the CQC would be responsible for assessing Local Authorities' delivery of their adult social care functions. The Bill is currently progressing through Parliament.
- 1.2. 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.
- 1.3. 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.
- 1.4. 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.
- 1.5. The Annual Report reflects on the work during the financial year (April 2020 to March 2021) which included the full year impact of the COVID-19 pandemic. The impact of COVID-19 has been significant to Adult Social Care and we started to see real impact from the end of February 2020.
- 1.6. As we moved into 2021/22 we started to see demand for Adult Social Care return to pre pandemic levels with potential additional pressures associated with the detrimental impact of social isolation on mental health, wellbeing and social skills. We are also experiencing people presenting to us with higher levels of need and approaching social care at a later stage than was the case pre-pandemic. We also know that unpaid carers have seen their caring roles intensify and have been placed under increased pressures during the last year which has had an impact on the emotional and physical health of carers across the city. The Enhanced Support to Carers implemented in September 2020 aimed to mitigate some of the impact on carers.

1.7. Although the challenges presented by COVID-19 now and into the future 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. In a decade, 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 illness accessing long term support (with a now additional impact due to COVID-19).
- Increasing costs of care due to external factors including National Living Wage, increases to employer pension contributions and the increased complexity of the care needs that people are experiencing
- Challenges to maintaining sufficiency and quality of the adult social care market especially given the impact of Covid-19 on the sustainability of some provision brought about by a combination of factors including heightened requirements for infection control, fluctuating demand and the presence of short term grants.

1.8. The production of the 2020/21 Annual Report has drawn on the pool of feedback and information gathered over the year from a range of sources including social care staff, , 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:

- Our work with Sarah (pages 22-23 of the Annual Report) demonstrating how we use legal frameworks to help people gain control of their lives and stay out of mental health hospital with a clear focus on what's important to the person.
- The work of our joint commissioning team, how we supported care providers across the City during the COVID-19 pandemic and how providers themselves responded when facing unprecedented challenges (pages 35-37 of the Annual Report).

1.9. A lot of our ongoing improvement work was impacted on due to COVID-19 but 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, for a period of time it was our primary means of engagement with service users until restrictions were lifted. Whereas the majority of our work was completed face to face doing things remotely has been taken forward wherever possible. This work is aligned with health partners as we jointly develop approaches to the remote monitoring of service users. As we progress achieving the right blend of technology and face to face contact will be required to ensure we continue to engage with people in a way that is both safe and effective recognising the legitimacy of both approaches. For our financial assessments a switch to remote completion has become the normal way of operating. There is of course the opportunity to see people face to face on an exception basis but this has only been required in 2 out of approximately 2000 financial assessments implemented over this period.
- *Promoting Independence:* We have developed a new approach to support people with mental ill health. We call this SiCoL (Social Interventions Collective). This brings together some key services involved in mental health support to promote independence and avoid hospital or residential care admissions during a mental health crisis. The approach is centred on enabling people to take back control of their lives through working

together to find solutions. What started as a group of passionate professionals working together to try something different has been recognised for its impact and has attracted 3-year grant funding to develop the approach further (pages 16-18 of annual report).

- 1.10. The annual report provides an important opportunity to reflect back on the previous year, and this, combined with the insights gained during the COVID-19 pandemic provide a good foundation for where we focus future improvement work. As we continue to improve, the priority remains supporting people to live independently in their communities. We will work with communities to develop our use of Care Technology to ensure Coventry residents benefit from the growing digital opportunities presented.
- 1.11. 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 to draw on. It is also important to recognise that although our focus is on Adult Social Care our success is increasingly intertwined with our health partners. New partnerships 'Integrated Care Systems' (ICS) will bring together; Acute, Community Health Trusts, GPs, Primary Care services with Local Authorities and other care providers. These aim to bring organisations together to redesign, improve support and outcomes for residents.
- 1.12. We are continually seeking to improve and have developed a Performance Management and Quality Improvement Framework. This framework seeks to ensure a single approach to understanding how well our services are doing, checking impact, outcomes, and learning from what we find to guide improvement plans and actions to support. These plans ensure we are working to address any issues but also provide insights into how our service model may need to adapt to meet changing demand. For example, investigation into levels of admissions into residential care for younger people with mental health problems will be addressed by revisiting our accommodation-based support for this client group.
- 1.13. Moving forward we will continue to frame our service wide development work and models of support in the following four areas and we have been and will continue to engage stakeholders in this work as we develop to help ensure we are focusing our efforts on the areas of highest impact.

- Our Promoting Independence Model

We remain committed to our prime service objective to promote independence where possible. 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.

We are continuing to develop our models of support, evidenced through the work of the Social Interventions Collective (SiCoL) (1.9 above).

- 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.

We have continued to make improvements to our own internal provision (page 43 of the Annual Report). In 2020/21 we also commenced work on a Market Development Plan for Mental Health Accommodation. This plan complements our existing market development plan for provision catering for the needs of adults with learning disabilities and/or autism and finalised and approved by Cabinet Member in September 2021.

- 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. This may entail the loss of some less sustainable provision, especially in the care home market and replacement with more modern facilities. 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.

We are developing new working relationships with partners such as CV Life following the success of support provided to those shielding during the pandemic and are further enhancing the support provided to carers (page 20 of the Annual Report)

- 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 support on their terms, at a time and place of their choosing. Having a complete offer that is tailored, as much as is reasonably possible, to the needs of individuals is important. We will work with care technology suppliers to develop our approach to integrating technology into our resident's care journey. Where appropriate this will be undertaken in partnership with health teams to ensure a consistent and integrated offer.

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 across the City Council we will seek to address issues of Digital Inclusion to ensure our residents are able to access digital support and services.

We continue to develop our use of technology and have plans for the adoption of new digital approaches and tools to support staff and people accessing our services (page 33 of the Annual Report).

1.14. In pursuing the above improvement themes, we must however acknowledge that the work required to implement the reforms for Adult Social Care announced on 7 September 2021 will be extensive and therefore likely to require significant resource to implement.

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 2020/21 is approved by the Cabinet.

3. Results of Consultation undertaken

- 3.1. Although the Annual Report for 2020/21 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. The care studies contained therein are real stories provided with the consent of those involved.

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 2020/21 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 £103.2m Adult Social Care Spend in 2020/21 compared to equivalent spend of £95m in 2019/20, with the increase largely driven by additional resources provided to the care market in response to the pandemic. 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 during the pandemic.

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. The proposals for change as set out in the Health and Care Bill and referenced above, requiring inspection by CQC of a local authority's performance of its social care functions, are yet to be approved by Parliament.

6. Other Implications

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

- 6.2. 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.

6.3. 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 the directorate and corporate risk registers.

6.4. What is the impact on the organisation?

There is no direct impact on the organisation.

6.5. Equality/Equality Impact Assessments (EIA)

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.

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

None

6.7. 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:**

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Pete Fahy	Director of Adult Services	-	07.09.21	07.09.21
Councillor M Mutton	Cabinet Member for Adult Services	-	08.09.21	09.09.21

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