

Meeting of the Cabinet – 14th December 2016

Report of the Strategic Director People

Peer Challenge Use of Resources Improvement Plan

Purpose of Report

1. To approve the release of the Peer Challenge Action Plan to Association of Directors of Adult Social Services (ADASS) West Midlands, the Peer Challenge Team and the Health and Adult Social Care Scrutiny Committee in January 2017

Background

2. Peer Challenge is part of the wider Sector Led Improvement (SLI) programme undertaken by Local Authorities with adult social care responsibilities in the West Midlands Region. It is a means of bringing specialist expertise from across Local Government to focus on one of more of the following themes:
 - Governance and Leadership
 - Resources and Workforce Management
 - Performance and Outcomes
 - National priorities and partnerships
 - Culture and Change
 - Commissioning and Quality
3. The adult social care budget in Dudley was subject to a significant budget build at the end of financial year 2015/16. Given the significant financial pressures facing the Council, the People Directorate committed to a series of objective assessments of the adult social care budget and wider use of resources
 - 1) A Use of Resources analysis undertaken by Rachel Ayling (Social Care Financial Consultant) in January 2016
 - 2) A Peer Challenge on the 27th-29th June focusing on Use of Resources
 - 3) External consultancy led by Red Quadrant from July- September 2016 to scrutinise all internal processes and decision making in relation to use of resources.
4. The outputs of all three forms of challenge have informed the medium term financial strategy (MTFS) for 2017-18 onwards and provided assurance to Corporate Board, the Cabinet and the Health and Adult Social Care Scrutiny Committee about areas of effective use of resources and improvement priorities with associated savings attached.

5. The Cabinet have accepted the findings of all three exercises and agreed the adult social care contribution to the MTFS which is now subject to sign off by Full Council. Circa £2.88m recurrent savings have been identified for 2017-18 rising to £4.37m in 2019-20.
6. The specific key lines of enquiry (KLOE) set by the Council for the Peer Challenge Team were as follows:

KLOE 1 Are commissioned services a) best value and b) sustainable?

KLOE 2 How effective and proportionate is the Assessment and Care Management Review function? What potential is there for further improvement and efficiency?

KLOE 3 How efficient is the hospital discharge process? How can cost pressures for the Council be reduced?

7. In order to inform the work of the Peer Challenge Team a case file audit covering 20 social work assessments was completed on 6th-7th June 2016 ahead of the Peer Challenge visit. The Peer Challenge Team consisted of:
 - A Statutory Director of Adult Social Care – Andy Begley from Shropshire
 - An Expert by Experience/Carer – Kevin Rudge from Solihull
 - An Assistant Director – Kay Murphy from Sandwell
 - A Finance Lead – Ruth Taylor from Herefordshire
 - A Regional Lead Officer – Helen Coombes (currently Interim DASS in Dorset County Council)
 - An Elected Member – Lee Chapman, Cabinet Member from Shropshire

Dudley Stakeholders/participants were:

- Dudley Healthwatch
 - Dudley Clinical Commissioning Group
 - Dudley Group (of Hospitals)
 - Portfolio Holder for Adult Social Care
 - Strategic Director People
 - The Adult Social Care Management Team
 - Staff from across the Adult Social Care division.
8. Ahead of the Peer Challenge Dudley MBC submitted a self assessment based on the six domains above and a Council dataset based on the Adult Social Care Outcomes Framework (ASCOF) /SALT (Short and Long Term performance) return.

9. Key Findings

Key findings are attached as Appendix 2. The Council commenced working on the improvement plan immediately after the conclusion of the Peer Challenge and used the Red Quadrant analysis to provide further data and intelligence to drive improvement.

10. The full action plan is attached at Appendix 1. We have set an ambitious timescale for all improvements required to be completed by 1st April 2017 at the latest. The Adult Social Care Management Team has only signed actions off as partially or fully completed where evidence has been appended to the plan to justify a positive RAG rating for the purposes of simplicity- improvement themes have been clustered in the table summary below. A self-assessment of our current progress is as follows:

Improvement Requirement	RAG Status	Completion Deadline
Sharpen the market position statement to diversify the care market with clear links to the MTFS (KLOE 1)	Specific progress with adult mental health (Leabank development) and learning disability support (Transforming Care) but work to do to finalise the Market Position Statement	31 st March 2017
Develop clear plans for a streamlined safeguarding pathway (the Adult Mash) (KLOE 2)	Project plan and governance structure operational, on target for completion date	31 st March 2017
Actively seek income generation opportunities from NHS partners (Continuing Care, S.117 assessments) (KLOE 3)	CHC protocol concluded. Shared funding tool for mental health placements developed	30 th December 2016
Continue to accelerate the Integrated Discharge Pathway at the Dudley Group of Hospitals (KLOE 3)	Discharge to Assess is operational and the Better Care Fund has been assured. DTOC fines to be resolved. Work underway to cost additional assessment and discharge capacity where NHS resources are provided	31 st March 2017
Separate the assessment and support planning elements in the MASP (My assessment and support plan) (KLOE 2)	Documentation updated, implementation plan and training identified and ICT capacity sourced to update AIS/SWIFT	31 st March 2017
Develop clear risk assessment tools (KLOE 2)	Completed and signed off at ASCMT and shared at the Adult Safeguarding Board	31 st March 2017

Improvement Requirement	RAG Status	Completion Deadline
Adopt lean systems thinking to paperwork and processes with a view to simplifying and reducing time and effort. (KLOE 2)	Work is underway to streamline assessment tools and process. Further opportunities are being evaluated though the Corporate Transformation work on Digital e.g. Blue Badge applications	31 st March 2017
Develop an asset based approach to assessment and review (KLOE 2)	Some progress but appointment of the Principle Social Worker for Adults key to accelerate this action	31 st March 2017
Complete a cultural audit to inform workforce and leadership development plans (KLOE 2,3)	Red Quadrant audit completed end September	30 th September 2016
Reduce sickness via improvement absence management (KLOE 1,2,3)	Marked reduction in short term sickness absence in Q.1 and Q.2 with a clear action plan in place. Further work required to reduce long term absence	31 st March 2017
Evaluate opportunities arising from the Dudley Vanguard regarding the integration of health and social care (KLOE 3)	A programme management office (PMO) will be established shortly to design and implement an integration strategy throughout the mobilisation phase of the MCP	November 2016-31 st March 2017

Finance

11. The Budget Challenge session on 19th September 2016 considered the proposed Red Quadrant savings, which included a number of themes identified in the Peer Challenge Review. The Adult Social Care contribution to the MTFS, was considered at the meeting of the Cabinet on 10th November 2016 and identifies £3.955m recurrent savings for 2017/18 rising to £6.185m in 2019/20 which will be subject to public consultation and final approval by Cabinet and Council in February/March 2017.
12. These savings are in addition to the existing approved MTFS savings of £1.013m in 2017/18 rising to £1.367m in 2019/20, meaning the total savings for Adult Social Care are £4.968m rising to £7.552m by the end of the three year period.

Law

13. All of the improvements identified in the appended plan will be delivered to comply with the requirements of the Care Act of 2014 and subsequent enactments.

Equality Impact

14. Any service changes identified in the Peer Challenge Improvement plan will be subject to the Public Sector Equality Duty and Equality Impact Assessments (EQIA) where appropriate.

Recommendation

15. It is recommended that:-

Members of Cabinet approve the release of the Peer Challenge Action Plan to ADASS West Midlands, the Peer Challenge Team and the Health and Adult Social Care Scrutiny Committee in January 2017



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Appendices

Appendix One: Peer Challenge Action Plan.xls

Appendix Two: Dudley Social Care Peer Challenge Findings 12th August 2016-10-25