

**CAMBRIDGESHIRE COUNTY COUNCIL – ADASS REGIONAL SELF ASSESSMENT  
UPDATE**

*To:* **Adults Committee**

*Meeting Date:* **22 May 2019**

*From:* **Service Director: Adults and Safeguarding**

*Electoral division(s):* **All**

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To provide feedback from the external challenge process in relation to the Self Assessment which the committee received for consideration in December 2018.**

*Recommendation:* **The Committee is asked to consider the feedback on the Self Assessment and note how this aligns with actions agreed at the Regional Challenge event.**

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## **1. BACKGROUND**

- 1.1 As a core part of the Sector Led Improvement programme in Eastern Region led by the Association of Directors of Adult Social Services (ADASS) Directors there is a self-assessment process. The Committee has already received details of our self-assessment and 'local account' and asked for an update following the peer challenge and ADASS Regional Improvement Board discussions
- 1.2 The self-assessment process also includes a peer challenge by a buddy or peer Local Authority in the Region as part of the ADASS performance improvement process and this was provided to Cambridgeshire and Peterborough by Director, Simon Leftley from Southend and took place on 23 November. In addition ADASS arranges an external challenge session by an expert peer who has previously been a Director of Adult Social Care - Andrew Cozens which took place on 8 January 2019. The final stage of the process was a regional challenge event which took place on 4 April 2019, at which a regional programme of work was agreed.
- 1.3 This report outlines the feedback from the external challenge event in January and updates on the regional priorities agreed to support the wider priorities for improvement identified through this process.

## **2. MAIN ISSUES**

- 2.1 The Committee previously received a detailed report on the self-assessment and the innovation, risks and challenges identified. A summary is shown below:
- 2.2 **Risks, challenges and innovation**
  - 2.2.1 The following are identified as the key risks and challenges for 2018 /19
    - The forecast growth in demand presents key financial risks and demand management challenges. This is reflected in the comprehensive demand management and transformation programme developed with support from Impower through the Adults Positive Challenge Programme.
    - Market capacity to meet increased demand and increased complexity of demand – a revised market position strategy has been agreed across Peterborough and Cambridgeshire to seek provider engagement on these challenges.
    - The challenges of taking forward system wide working to achieve shared outcomes when working with a significantly challenged economy – reflected in the continued challenges around the hospital discharge pathway, despite a degree of success in tackling social care delays.

## **2.3 Innovation and Achievements**

2.3.1 The following were identified as the top three innovations and achievements in 2018/19

- Technology Enabled Care (TEC) – building on the success of the specialist TEC team, we have taken steps to embed this knowledge more widely within operational teams. Establishing TEC Innovation Hubs – a series of sessions with frontline staff to identify, test and pilot opportunities to increase the uptake of TEC.
- Neighbourhood Cares model piloted in two areas of the County using the Buurtzorg approach involving health and third sector in delivering innovative neighbourhood based solutions.
- Establishing an Adult Early Help function in the front door to provide effective triage and signposting.

## **2.4 Feedback from Andrew Cozens – Previous Director of Adult Social Care**

2.4.1 The self-assessment and accompanying performance metrics were shared with a peer appointed by ADASS Eastern Region to provide objective feedback and analysis.

2.4.2 The following is a summary of the feedback provided by Andrew Cozens following the meeting, having also visited us the previous year:

There was a positive response to the progress with the integration of management functions and the respective responsibilities of the Executive Director People and Communities and Service Directors in relation to the Director of Adult Social Services (DASS) and Director of Children Services (DCS) roles.

There has been significant progress since the last external challenge which was noted and particular reference was made to:

- A clearer vision being evident for the combined Adult Social Care (ASC) function.
- How Adult Social Care is linked to Think Communities Strategy and building community resilience.
- Implementation of the Adults Positive Challenge Programme across both councils (with support from Impower).
- The formation of a Joint Performance Board, joint business intelligence team and moves towards combining performance dashboards.
- New case management system implemented in Cambridgeshire, with longer term plans to converge records with Peterborough to support practice alignment.
- Shared Practice Governance Board under shared Principal Social Worker.
- Nationally recognised recruitment campaign for reablement.
- Adult Early Help function at front door.
- Care Homes in the area generally rated well by Care Quality Commission (CQC).

2.4.3 We agreed there were risks in relation to:

- Interface with the NHS and CCG in particular and the need to develop a common narrative.
- Market capacity, particularly domiciliary care.
- Recruitment of care workers across the market.

- Brexit implications as yet unclear.
- Meeting Delayed Transfer of Care (DTOC) targets, particularly in Cambridgeshire, and implementing Discharge to Assess.
- Continuing Health Care (CHC).
- The need to ensure that the S75 arrangement with the Mental Health Trust is fit for purpose and Care Act responsibilities are being covered with attention being paid to social work practice and data quality in the Mental Health Trust delegated service.
- Medium Term Financial Position.

Andrew also suggested that the Council's may wish to further consider:

- How mental health, drugs and alcohol, domestic violence and homelessness needs fit with ASC vision and front door arrangements.
- While evidence of good progress with Transforming Care, issues about meeting complex needs in the community because of difficulties with accommodation and availability of good providers.
- Implications of Integrated Care System approach for social care.

## 2.5 Regional Challenge Event

- 2.5.1 Following the separate external challenge meetings with each of the Council's a regional event was held on 4 April 2019, to look at common issues and decide which areas might benefit from regional wide focus.

The following areas were presented as being the most common risks identified across the region:

- **Managing demand** and the need to test the effectiveness of new models and approaches.
- **Market capacity** for social care, affecting strategy and pricing and ability to deliver independence strategies.
- **Achieving financial stability** over three years, arising as a significant risk in 2020-22.
- The **strategic interface with the NHS** as it develops Integrated Care Systems, and the current impact of steps to address overspends and underperformance.
- **Transformation change load** - affecting social work model, housing integration, commissioning models with the market, changes within the local NHS and STP.

Andrew Cozen's presented to the region some information on outliers for performance metrics. This indicated that Cambridgeshire is in the bottom half of the region for the percentage of service users receiving Direct Payments ranking 4<sup>th</sup> from bottom. In response we will be looking to make promotion of Direct Payments as an alternative to commissioned services more explicit in our Adult Positive Challenge Programme. This fits with our plans to recommission support for Direct Payments and also the role out of pre-cards as an options for Direct Payments.

The regional Sector Lead Improvement work programme is to be developed further following the regional challenge event and the Council will continue to actively engage with this programme for peer support and learning.

2.5.2 The region considered that the priorities for joint working in the region agreed previously to run from 2018 to 2020 continued to be valid and that in 2019/20 the regions joint working would therefore focus on the following:

- Practice and Outcomes
- Health Integration
- Financial Resilience, Resources and Intelligence
- Workforce and Leadership
- Care Quality, Market Shaping, and Commissioning
- Learning Disability Commissioning including Transforming Care
- Digital Transformation.

However the region is also looking to align the following areas of challenge into the regional priorities:

- Mental Health
- Carers
- Autism
- Continuing Health Care
- Regional Data and Consistency.

Key officers from Cambridgeshire are linked into this work to support us in delivering on our local challenges and to share the good work that we do more widely.

## **2.6 Next steps**

- 2.6.1 The committee are scheduled to receive a series of reports during the year on the transformation work we are undertaking supported by Impower via the Adult Positive Challenge programme. This work impacts on a number of the challenges identified within our self assessment and will provide an overview on the progress we are making.
- 2.6.2 The performance year 2018/19 ended on 31 March 2019 and the statutory returns will be submitted in May and June 2019. This will give us an updated position of how we have progressed against indicators identified as poorer performers. The national benchmarking for these indicators is published in the Autumn which is when the next self-assessment will be completed.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

### **3.1 A good quality of life for everyone**

The self assessment and external challenge noted progress and priorities relevant to this priority area.

### **3.2 Thriving places for people to live**

The external challenge recognised the success the Council has had with targeted recruitment campaigns but also the continuing recruitment challenge in the wider provider sector.

**3.3 The best start for Cambridgeshire's Children**

There are no significant implications for this priority.

**4. SIGNIFICANT IMPLICATIONS**

**4.1 Resource Implications**

*There are no significant implications within this category.*

**4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

*There are no significant implications within this category*

**4.3 Statutory, Legal and Risk Implications**

*There are no significant implications within this category*

**4.4 Equality and Diversity Implications**

*There are no significant implications within this category*

**4.5 Engagement and Communications Implications**

*There are no significant implications within this category.*

**4.6 Localism and Local Member Involvement**

*There are no significant implications within this category*

**4.7 Public Health Implications**

*There are no significant implications within this category*

Source Documents	Location
N/A	