

Committees	Dated:
Department of Community and Children's Services Committee – For information	02/11/2018
Subject: Adult Social Care Self-Assessment	Public
Report of: Andrew Carter, Director Community and Children's Services	For Information
Report author: Ian Tweedie, Service Manager, Adult Social Care, Department of Community and Children's Services	

Summary

A Self-Assessment of Adult Social Care has been completed through a process of engagement with staff and partners, using an established sector-led framework. It has been identified that the City provides a good-quality adult social care service to its residents and that systems are in place to involve residents and service users in shaping this. There are good examples of partnership working, and effective structures for governance and leadership. The flexible and integrated approach of the Adult Social Care team is seen as beneficial in the direct provision of service.

There is a commitment for ongoing continuous improvement across adult social care. Specific areas of focus have been identified within the wider areas of strategy, partnership working, service delivery, workforce development, commissioning, participation, innovation, quality assurance, and outcomes for residents. An action plan has been developed to address these areas and arrangements are in place for its governance.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The City of London Corporation's Adult Social Care team operates as a generic social care team incorporating social workers, an approved mental health professional, an occupational therapist and a Reablement team. The team provides good-quality adult social care services but is committed to ongoing and continuous improvement.
2. Adult Social Care is not subject to an inspection framework in the way Ofsted regulates Children's Services. However, the Association of Directors of Adult Social Services (ADASS) has initiated a peer review system, while the Reablement Service is regulated and inspected by the Care Quality Commission.

3. The Adult Social Care self-assessment process was carried out in consultation with staff and partners using the Towards Excellence in Adult Social Care outcomes framework. This model of sector-led improvement is well established to support and challenge local authorities to deliver cost-effective, high-quality services tailored to individual needs.
4. The context for the self-assessment is one where people are currently living longer in the City of London, leading to an increase in the older population. The City of London Corporation provides support to residents who require it because of disability, long-term ill health or ageing. A significant number of residents identify themselves as carers, although only a small percentage of these are known to Adult Social Care.

Current Position

5. The full completed self-assessment (Appendix 1) examines the Adult Social Care service using the following nine areas:
 - Vision, strategy and leadership
 - Working together
 - Service delivery
 - Resource and workforce management
 - Commissioning and market shaping
 - Participation
 - Improvement and innovation demonstrating notable practice
 - Quality assurance and performance management
 - Outcomes for people who need care and support.
6. Findings from the self-assessment process showed that there are effective structures in place for governance and leadership around adult social care in the City of London Corporation. One of the strengths of the Department for Community and Children's Services is that it includes a wide range of services that interact with each other. Having one Chief Officer leading all these services is beneficial.
7. While there are good examples of the City of London Corporation working with partners, the self-assessment did identify that, operationally, some relationships could be strengthened. It is recognised that relationships on the east side of the City with Tower Hamlets Clinical Commissioning Group and GPs need to be strengthened. There is a need to demonstrate the impact that working in partnership through integrated commissioning has over time.
8. The size, structure and generic nature of the Adult Social Care team is beneficial in that it facilitates supportive integrated case work. There are areas where this could be further strengthened to align with best practice. This includes: an increased emphasis on prevention; building on strengths; empowering people to manage their conditions more independently; and more personalisation in services.

9. The People's Directorate has a dedicated workforce development co-ordinator who is responsible for planning and overseeing workforce development across children's and adult services. Continued professional development for Adult Social Care has previously been sourced from a range of providers. However, to ensure that staff have access to a complete range of up-to-date learning opportunities alongside peers from other organisations, the Social Care Learning and Development programme will be provided by an external partner local authority. The process for identifying this provider is underway and should be in place by December 2018.
10. There is a specialist commissioning function within the Department of Community and Children's Services that has overseen a move towards more outcome-focused services. The integrated commissioning arrangements provide a City-specific focus and opportunities. There is a need to ensure that these opportunities are fully realised.
11. Although the City of London Corporation demonstrates the involvement of residents and service users in the development of services, there is an opportunity to expand the reach of this involvement and ensure that co-production is fully embedded in all our services. Co-production is an underlying principle of integrated commissioning and there is a need to ensure that the voices of the City of London's residents and service users are appropriately reflected.
12. The size and scale of the City of London and its services makes it an ideal place to pilot innovative approaches. Working in partnership with health organisations also provides potential for innovation through integrated commissioning arrangements.
13. There is a range of internal and external quality assurance that takes place for adult social care services, but this needs consolidating into a quality assurance framework. A single source of data and practice standards is also being produced.
14. The organisation's focus on outcomes is strengthening, with a 'golden thread' running from the Corporate Plan through to the Departmental Business Plan and individual's work. However, it is noted that there needs to be a stronger emphasis on demonstrating the impact of our services on individual service users and their outcomes.
15. The findings from the self-assessment have been synthesised into an Action Plan (Appendix 2) to facilitate continuous improvement of adult social care services within a wider context, and in partnership with residents and stakeholders.
16. The Action Plan contains 56 separate actions across the identified development areas. There are 40 actions currently in progress, five have been completed, and 11 have not commenced. Where actions have not started, this is because they depend on the completion of another action, or external factors have an impact on their timing, or the start time facilitates effective prioritisation and resource planning. There are currently five actions rated as 'amber', where minor concerns

have been identified that may affect their timely completion. There are currently no major concerns identified.

17. Strategic leads have been identified to drive forward the Action Plan; they report to the Adult's Service Improvement Board. The Action Plan will be presented to the Department of Community and Children's Services Grand Committee on an annual basis for ongoing scrutiny by Members.

Options

18. There are no direct options associated with this report.

Proposals

19. There are no direct proposals associated with this report.

Corporate & Strategic Implications

20. The self-assessment and associated action plan sit fully within the five priority objectives of the Departmental Business Plan:

- Safe
- Potential
- Independence, involvement and choice
- Health and Wellbeing
- Community.

21. Strategies related to Adult Social Care will feed directly into the Adult Self-Assessment Action Plan to ensure it does not sit in isolation, and to enable continuous, ongoing improvement.

Implications

22. There are no direct financial or legal implications associated with this report.

Health Implications

23. There are no direct health implications associated with this report.

Conclusion

24. The Adult Social Care Self-Assessment has identified the strengths of the current service, which is seen as being of good quality. The assessment has highlighted areas for improvement, and a framework has been put in place to address these issues. Strategies related to Adult Social Care will feed into the ongoing action plan for continuous improvement of the service. Governance structures are in

place to oversee these improvements, and future progress reports will be brought to Committee to inform Members.

Appendices

- Appendix 1 – City of London Corporation Adult Social Care Self-Assessment, April 2018 – Please note that Appendix 1 to this report is a large document and has been provided electronically to Members. It is also available on the City Corporation's Internet Page for this Committee.
- Appendix 2 – Adult Social Care Self-Assessment Action Plan, April 2018 – attached.

Ian Tweedie

Service Manager, Adult Social Care
Department of Community and Children's Services

T: 020 7332 3129

E: ian.tweedie@cityoflondon.gov.uk