

CABINET MEMBER UPDATE		
Overview and Scrutiny Committee (Adult Social Care) - 17th October 2023		
Councillor	Portfolio	Period of Report
Paul Cummins	Adult Social Care	August - October 2023

1. The National Assurance Update for Adult Social Care

Since the last update Adult Social Care (ASC) has now concluded Phase 1 of the Assurance Plan, which was to codesign its Part 1 Self-Assessment, working with people who access and use services, community, care, support, and workforce partners. To date, we have engaged with over six hundred partners, fifty people who access and use services, and three hundred employees and continues to engage and update at different groups.

Part 1 - Self-Assessment demonstrated that there are a number of areas that ASC continues to learn and improve on:

- 1) Being more effective in decision-making, when thinking about the outcomes and impact it is having on people who access and use services.
- 2) Being responsive when things do not go right and putting procedures in place which support improvement, at pace; thus, minimising the risk of things going wrong in the future.
- 3) Developing leadership so that it better supports ASC's impacts and outcomes.
- 4) Continuing to develop policies and frameworks that support best practice, and which can stand up to the Care Quality Commission Assessment.

Moving forward

The outcomes of the Part 1 Self-Assessment are being reviewed, to ensure that the local plans reflect opportunities to further strengthen self- assessment.

An Overview and Scrutiny focussed Assurance Members' Session is taking place on the 5th October. This is being supported over the coming months by local member ADASS Assurance Workshops.

Focussed workshops on areas to be strengthened further will be held. These will cover the below topics:

- 1) Operating in an outcomes-based and an impactful way.
- 2) Embracing Diversity and Inclusion throughout the work of ASC.
- 3) Transitions that support Children to Adulthood and people across our local system.

The next stage of the Phase 2 - Assurance Plan:

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- Nine quality assurance statements will be drawn from Part 1 – Self-Assessment.
- A revised timed time for Part 3 of the plan has been communicated taking account of the summer period. Part 3 of the plan (to develop the Local Assurance Statement and the Early Help and Prevention Strategy will be moved to the period, January to March 2024.

For reporting purposes, the following dates in the plan have been updated:

- Part 1- Self-Assessment was completed and signed off by the Executive Assurance Board (EAB) in September.
- Part 2 - Self-Assessment in the form of nine Quality Assurance Statements will be completed over October and November and signed off by EAB in December 2023.
- Part 3 -Self-Assessment will include a local Assurance Statement and production of the Adult Social Care Early Help and Prevention Strategy and programme of work will be completed in January and signed off in March 2024.

It is important to note that the Care Quality Commission (CQC) has reported a delay in commencing the twenty learning assessments, which should have started this September. Consequently, this will mean a shift to commence formal assessment to Quarter 1 or 2 of next year 2024. However, it is always necessary to be minded that if CQC choose to assess a Council, then four/six weeks would be given to prepare the following:

- 1) 300 key documents that will support the information return.
- 2) 50 case files
- 3) A copy of 9 Quality Assurance Statements
- 4) A description of the local approach and journey through self-assessment and collaborative work with people, workforce and partners which has taken place.

2. Integrated Care Teams (ICT) Development

Since the previous update provided, Sefton ICT Core Leadership team has agreed to establish three workstreams to ensure work in this area is progressed and taken forward. The three workstreams will include:

Workstream One: Proactive Care - this workstream will focus on a proactive care response to ensure people stay independent and healthy for as long as possible at the place they call home. It is envisaged that this will enable work to be undertaken to reduce need for hospital admissions etc. by working with individuals identified.

Workstream Two: ICT Model Development - this workstream will build upon the extensive work already undertaken to further develop our ICT model in line with the Sefton Place Plan, so we have one integrated neighbourhood model for the Borough

enabling best use of collective resources to deliver truly integrated proactive approach for the Sefton population.

The initial scope will include developing an ICT service specification and deliver a model which is resourced appropriately to deliver the ICT neighbourhood model. Scope will also include working together to align this model with the development of already established ICTs and proliferation of asset-based community development approaches, etc.

Workstream Three: Strengthening Communities - This workstream will look at how we work well with communities, and build on the excellent practice already in place in Sefton. This will ensure our services, and those of the wider system, better meet the needs of local people.

All the above workstreams are envisaged to be in place with inaugural meetings taking place from the end of September 2023. Progress will be reported into the Sefton Partnership Board.

3. Strategic Commissioning

Key focuses for Adult Social Care Commissioning include the following: -

3.1 Domiciliary Care

As previously reported, Sefton Adult Social Care has reprocured its framework for Domiciliary Care to support the Council in ensuring there is sufficient high-quality care in Sefton to allow people to remain independent at home. The Sefton Partnership Pseudo Dynamic Procurement System (PDPS) commenced on 18th September, and work is taking place to embed the new arrangements, including ensuring that the new Tier 1 Providers are mobilising their block-booked element of the contract, which is being put in place to primarily ensure that Hospital discharge packages of care are accepted as quickly as possible. This will prevent unnecessary delays and ensure people can return home as soon as they are well enough. The current focus is on mobilising the block booking elements of these new contracts to ensure ASC is prepared as possible for any surges in demand as winter approaches. Ensuring adequate capacity is available in reablement services is also a key focus alongside the block booking elements.

3.2 Day Opportunities

Following a successful consultation and co-production process, a new approach to Day Opportunities has been developed with a reference group made up of people who access and use services and their carers. Detailed modelling of the new arrangements is continuing to take place and it is still anticipated that the new service model should be in place by April 2024. The new model focuses on empowering people to access the community more, consider supported employment opportunities and offers greater flexibility, choice, and control, as opposed to a standard building-based offer.

Linked to the above, work is also progressing to review the arrangements currently in place for people using direct payments to access day care.

3.3 New Directions

ASC will continue to work closely with New Directions (its provider arm). Consideration of how they expand reablement models, think about the Shared Lives model development opportunities to build on the existing model, how they work with the wider day opportunities model, and their key part in the delivery of intermediate care.

3.4 Care Homes

Engagement with the market is ongoing, and ASC intends to use information to inform the updated market position statement, and to start to shape its approach to early help and prevention in the longer term.

Implementation of gross payments of fees for Residential and Nursing Homes has now commenced with an initial pilot commencing with six care homes. The next step is to meet with the homes to discuss the project further, including communications to Service Users and their Families. This is an important piece of work with the Care Home Market and something the market has called for, for some time now. It will support their efficiency and help to create the feeling of partnership with the market. It also means a more effective process for families and those who live in Care Homes.

3.5 Quality Monitoring

Ongoing quality monitoring work is taking place, which includes utilising a new quality monitoring I.T. system, which provides a more robust mechanism to review quality and work with Providers. This is called the PAMMS system and allows providers, Quality Assurance officers and the Care Quality Commission to work together proactively to have a shared record of compliance and overview of the standard of quality in Care Homes and Domiciliary Care. This is a regional piece of work and Peer support and areas for improvement are regularly updated. The quality of work in homes remains good overall, although intensive work with one particular home in the borough is being undertaken and this is expected to have a CQC inadequate rating in the coming weeks.

3.6 Grant Funding

Sefton ASC is currently in the process of submitting to the Department of Health and Social Care proposals on how it will use the recently awarded market sustainability funding. These proposals include securing additional temporary social work capacity to reduce waiting times for assessment, and increase the numbers of reviews carried out. They also include proposals which improve the strength-based assessments, focusing on what the person can do for themselves, and empowering them to achieve maximum independence. It will also allow improvements to be made to the information in terms of detail and quality on community assets/services available to which people can be signposted.

Additionally, there is potential further winter pressures funding, and proposals are being formulated which include potential block-booking of care home beds and additional support services to people and their Carers to support with ensuring timely Hospital discharges.

3.7 Extra Care Housing

As colleagues are aware, the Council has a target to deliver 1306 new Extra Housing units before 2036. Work continues to progress on a number of schemes across the borough, including a scheme to develop 91 Extra Care Homes and 67 for Affordable Rent which had commenced on site, off Hawthorne Road in Bootle. However, they have had to go back out to tender for a new contractor after there were issues with their previous contractor, SEP. They are confident of being back on site later this year.

Following the granting of planning consent, the proposed development of 90 Extra Care Homes, 40 for Affordable Rent and Council owned short-term assessment unit at Sandbrook Road in Ainsdale is progressing well. Board approval from Riverside has now been obtained and work is progressing to enable a start on over the coming weeks.

Sites at Kew in Southport, Damfield in Maghull, Park House in Waterloo, Coffee House Bridge in Bootle and Kingsway in Southport are also progressing which would combined be a total of 620 units.

The Extra Care Allocation Policy has also now concluded its consultation and the final policy will be presented to cabinet in December 2023 for approval which will underpin and support the above scheme in ensuring they meet ASC's strategic objectives.

4. Care Transfer Hubs - ASC involvement in Hospital Discharge/Preparation for Winter

There remains significant pressure in the Acute Trusts owing to the ongoing strikes and demand which is expected to increase as we head into the Winter months. Sefton Place have however been performing extremely well data demonstrates that Sefton have the lowest numbers of delays and length of stay for residents. This is due to the concerted effort to focus on discharge for those individuals who no longer need to stay in hospital ensuring reviews on a daily basis. In readiness for the expected Winter pressures, there are also regular weekly meetings with system partners to expediate plans for the implementation of a Sefton Place Care Transfer of Hub. The development of such a hub has been outlined in recent statutory guidance as essential to improve discharge arrangements from hospital.

Sefton ASC is involved in the implementation of the LUHFT (Liverpool University Hospitals Foundation Trust) Care Transfer Hub in the South of the Borough. In the North, Sefton ASC already has excellent working partnerships with its Community Health Partners and there are many schemes already developed which aid a Transfer of Care approach, but these need to be brought together in a hub model, with key third sector organisations. This work has progressed and the time for implementation is November 2023, in readiness for the winter pressures.

5. Adult Social Care Budget

The financial position for Adult Social Care in 23/24 is challenging.

Supporting Providers with an above inflation pay increase has added to existing pressures on ASC budgets and a programme of mitigations is in place to offset these additional costs. The fee uplift, however, was just one area of pressure and rising costs of care packages continue to have an impact across most areas. Budget monitoring for the period to August has reflected a potential deficit of £6.098M. As the financial year progresses and the programme of mitigations are implemented, this deficit should reduce, and the aim is to achieve a balanced outturn position, although there is a risk that this will not be achieved. Other pressures for ASC include the agreed savings requirements and costs associated with the additional bank holidays and the financial impact of an extra day's care due to 2023 being a leap year. Temporary external funding e.g. Discharge funding (within the Better Care Fund) of £2.2M will assist with ongoing pressures in that area. More recently, unanticipated funding of £2.3M has been available (market sustainability) and, where possible, this will be used to offset some of those issues raised above. Through the year, a number of assumptions about expenditure and income will be made and reviewed regularly due to the volatility of the forecasts. Forecasts will be reported regularly to provide oversight and close monitoring. These will also be included in wider monitoring reports to Cabinet.

6. Adult Social Care Complaints, Compliments and MP Enquiries

Between August and September 2023, there was a decrease of 26% in the number of complaints received when compared to the previous two months.

In the same period, Adult Social Care received 12 compliments and 8 MP enquiries. For the Member Enquiries, 75% were responded to within the 10 working day timescale or remain within timescale. The issues raised via the MP enquiries included progression of Disabled Facilities Grants (DFGs) and social care assessments, concern about an individual's welfare and availability of Carers' Cards.

One quarter of the complaints concerned decision making, 30% concerned financial issues, 35% concerned the quality of service provision and 10% concerned staff behaviour or attitude. We upheld 50% of the complaints which had been concluded at the time of this report. All complaints were upheld due to delays - in casework management or communication.

Whilst there is no statutory timescale for responding to ASC complaints, we are endeavouring to manage expectations better and are considering each individual complaint to agree a realistic timescale for response by a senior manager. We want to ensure that these timescales are achievable as timeliness of responses has been identified as an area for improvement. In August and September, at the time of this report, 76% of complaints were responded to, or remained, within the initial timescale.

We are implementing the final recommendation from a Final Decision issued by the Local Government and Social Care Ombudsman and have submitted initial information to the Ombudsman for two other cases.

We received the Ombudsman's Annual Review Letter on 19 July 2023 which highlighted the following:

- 10 of the 60 contacts received by the Ombudsman related to Adult Social Care
- 10 of the 61 Ombudsman Decisions related to Adult Social Care
- Of the 10 Decisions, 5 were upheld and have previously been reported on.

The Ombudsman published its Annual Review of ASC complaints 2022-23 on 25 September 2023 to highlight key findings and compliance from complaints nationally. This report also highlights the importance of organisations having robust governance arrangements for complaints so that this free intelligence can be utilised to reflect upon the effectiveness of the service.

7. Principal Social Worker Update (PSW)

Since the last PSW report, there has been no major update from a national or regional perspective, due largely to the summer recess of parliament and the summer holidays of many colleagues.

One notable change on the horizon is concerning the new Department of Health and Social Care/ Home Office policy paper, 'Right Care, Right Person, (RCRP)'.

Right Care, Right Person is an approach designed to ensure that people of all ages, who have health and/or social care needs, are responded to by the right person, with the right skills, training, and experience to best meet their needs. This approach was initially developed in Humberside and has reportedly, saved a significant amount of time for that area's operating police force.

At the centre of the RCRP approach is a threshold to assist police in making decisions about when it is appropriate for them to respond to incidents.

The threshold for a police response to a mental health related incident is to investigate a crime that has occurred or is occurring; or to protect people, when there is a real and immediate risk to the life of a person, or of a person being subject to or at risk of serious harm.

Merseyside Police are planning to implement RCRP, however they are going to undertake this in a phased approach and are engaging key stakeholders such as Sefton Adult Social Care, during the process. The proposed plans have also been raised by Police Colleagues at the Sefton Adult Safeguarding Board (SSAB), together with a commitment to work closely with partner organisations.

The first meeting in relation to proposed change was held on 26/9/23 as part of the Crisis Care Concordat. It is envisaged that any changes will be implemented on a phased arrangement. Phase 1 is not expected to be implemented until at least, January 2024. Regular updates on progress will be provided.

Practice Audits

A Safeguarding Thematic Audit has recently been concluded, and a report highlighting areas of good practice and areas of learning and development is in the process of being finalised.

The next thematic audit will focus on compliance in relation to the Mental Capacity Act (2007).

This Thematic audit will be undertaken by the Principal Social Worker and the Senior Manager for Operational Safeguarding and assurance. Both these thematic audits form part of an annual ASC audit programme

8. Performance and Key Areas of Focus

The following highlights ASC's long-term activity trends:

- Overall provision of long-term services to clients have remained stable over the course of the past twelve months, with just under 4,100 open long-term services at the end of August.
- Service starts for carers have been fluctuating over the past twelve months. On average, ASC had 108 service starts in last three months - that is up by 7% from the previous three months.
- Number of contacts received in the past three months increased by 11% comparing to previous three months. On average, Sefton ASC is receiving around 2,000 contacts per month.
- The number of assessments undertaken in the latest three-month period remained close to the levels seen in the previous three months. On average, teams are completing 526 assessments per month.
- The total number of reviews undertaken in the last three months is down by nearly 3% from previous three months. The teams have been working to clear the backlog of overdue reviews, many of which are complex cases requiring much greater time and resource. It is hoped that review numbers begin to increase once the backlog has been dealt with. On average, 474 reviews are being completed by the teams each month.
- Number of safeguarding contacts received in the last three months increased by 16% compared to previous three-month period. On average, Sefton ASC is receiving around 271 contacts related to safeguarding per month- that is 11% more than twelve months ago.
- The number of safeguarding referrals remaining open at month-end remains an issue. In August, 355 of referrals were open at month-end, which is 15% higher than twelve months ago. High number of safeguarding referrals open at month-end could be linked to the increase in the number of safeguarding contacts seen in the recent months. During the last twelve months, the number of completed referrals exceeded number of started referrals only in December, June, and July. In other months, the number of referrals starts was higher than the referrals ends.
- In the last three months timeliness in handling safeguarding contacts continued to perform well with 96% contacts being resolved within seven days. 70% of safeguarding referrals were completed within twenty-eight days - this is a slight decline of just over the percentage points from the previous three-month's period.

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- Sefton ASC continues to perform well in making safeguarding personal. 97% of safeguarding enquiries saw preferred outcomes met fully or partially and the proportion has been stable over the past twelve months.

The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people as put forward by Central Government.

The ASCOF is used both locally and nationally to set priorities for care and support, measure progress, and strengthen transparency and accountability. Further details are also included in Appendix 1.

The main points of note on Sefton's performance are:

Admission into care and reablement:

The rate of admission to care homes for those aged 18-64 (2A1) remains relatively stable, but Sefton ASC remains in the bottom quartile for both the North West and England. The rate of admission for over 65s (2A2) continued the downward trajectory, keeping it outside of the bottom quartile for England and outside the top quartile for the North West. Just under 70% of service users in Sefton are in 'community based' services (i.e., not in nursing or residential placements) and this proportion is low compared to other North West authorities and puts Sefton in the bottom quartile. Work is currently in progress to enhance the range of community based support services available, including extra care housing, shared lives support and reablement services.

The number of people in receipt of reablement in August 2023 was the highest seen in the last 12 months. The 424 open reablement services were nearly 50% higher than this time last year. The increase in the number of reablement services has seen Sefton move out of the bottom quartile in the North West on the number of episodes of reablement or intermediate care for clients aged 65 and over (NW01).

August saw a small decline of 0.6 percentage points for the proportion of older people (65+) still at home 91 days after hospital discharge into a reablement service. Nearly 93% of clients remaining at home is slightly above the average for the last 12 months (2B1).

Self-directed support and direct payments:

Provision of services to clients by either self-directed support or direct payments has remained relatively consistent over the last twelve months.

The proportion of carers receiving a direct payment has continued to increase, however Sefton ASC remained outside the bottom quartile for both the North West and England. 100% of carers would need to receive direct payment in order for Sefton to move to the top quartile (it was almost 97% in August (1C2B)).

Employment:

The number of learning-disabled clients going into paid employment remained stable, with around 2.5% of learning-disabled clients being employed (1E). Sefton remained just outside of the bottom quartile in the North West and nationally.

Changes in NHS methodology for indicators concerning clients with mental health services, resulted in Sefton dropping out of the top quartiles for both clients in employment (1F) and clients in settled accommodation (1H).

Housing:

The proportion of learning-disabled clients who live in their own home or with their family has remained stable over the past few months. In August, Sefton remained in the top quartile for England and just outside the bottom quartile for the North West (1G).

Changes in NHS methodology for indicators concerning clients with mental health services, resulted in Sefton dropping out of the top quartile for clients in settled accommodation.

Safeguarding:

The number of safeguarding referrals open at month increased slightly in August. 355 open referrals remained in process indicating the volume of work being overseen by the Safeguarding Team.

The team continued to perform well in the timely handling of safeguarding contacts and referrals with just 96% of contacts resolved within seven days and just over 70% of referrals resolved within twenty-eight days.

Sefton also continued to perform well in Making Safeguarding Personal with just over 97% of those expressing a preferred outcome having that preference either fully or partially met.

The total number of safeguarding contacts received in August remained stable from the previous month but was around 10% higher than the yearly average.

Abuse listed as occurring in care homes and own homes continued to account for the greatest proportion of abuse seen. In August 75% of cases were in either care home or own home. Neglect and Acts of Omission continued to be main abuse type for referrals.

From a Safeguarding Partnership perspective, work is nearing completion on the Annual Report, for ratification at the forthcoming Board Meeting. Selection of an appropriate social housing provider representation for Board is underway with interest being shown from a number of providers.

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Publicity and promotional materials have now been designed and are being produced for use at a range of forthcoming events, to promote awareness of adult safeguarding and the work of the Safeguarding Board across the wider community.