

**TELFORD & WREKIN COUNCIL**

**CABINET – 27 MAY 2021**

**ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES – PEER CHALLENGE OF TELFORD AND WREKIN ADULT SOCIAL CARE**

**REPORT OF DIRECTOR OF SOCIAL CARE**

**LEAD CABINET MEMBER – CLLR ANDY BURFORD**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.1 The report advises members of the recent Peer Challenge – Pause and Reflect undertaken within Adult Social Care and the findings of the Challenge Team.
- 1.2 The Peer Challenge Team stated, in summary, that ‘Telford has exceptional adult social care operational delivery and partnerships relationships and is in a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place’.

**2. RECOMMENDATIONS**

- 2.1 Members note the process followed during the Peer Challenge and the excellent findings highlighted in this report and within the full presentation (Appendix 1)

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priorities?	
	Yes	<i>Ensuring every child, young person and adult lives well in their community. A community focussed, innovative council providing efficient, effective and quality services</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>People with a range of needs including physical disabilities, sight or</i>

		<i>hearing problems, learning disabilities or mental illnesses, carers, young people transitioning from children's services into adulthood.</i>
<b>TARGET COMPLETION/DELIVERY DATE</b>		<i>In line with the continuous improvement plan for Adult Social Care</i>
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	There are no financial implications arising from adopting the recommendations of this report.  RP-13.5.21
<b>LEGAL ISSUES</b>	Yes	Section 6 of the Local Authority Social Services Act 1970 requires the Council to appoint a Director of Adult Social Services [DASS] for the purposes of its social services functions, other than those for which the Council's Director of Children's Services [DCS] is responsible under Section 18 of the Children Act 2004.  Those statutory social services functions are set out in Schedule 1 to the 1970 Act, as updated and amended from time to time.  Sections 7 and 7A of the 1970 Act require the Council to exercise their social services functions under the general guidance and directions of the Secretary of State and Section 78 of the Care Act 2014 applies similarly to guidance issued in respect of the specific social services functions under that Act.  The outcomes from the Peer Challenge will therefore assist the Council in the provision of its statutory social services functions  ON 13.05.2021
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	No	<i>Borough-wide impact</i>

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

- 4.1 Until 2010 Council's were subject to very intensive inspection and monitoring arrangements in respect of their commissioning and delivery of Adult Social Care responsibilities, set out by Government and led by the Care Quality Commission (CQC) on their behalf. Our last inspection rated the Council as performing 'well' in safeguarding adults and performing 'well' in supporting older people with 'promising' capacity to improve.
- 4.2 Government at that time agreed that the burden created by the inspection regime outweighed the benefits of the process and the system was abolished. CQC, however, have a continuing responsibility to regulate and inspect registered care providers including our own in house provision.
- 4.3 ADASS introduced a new system of self regulation based on a sector-led improvement approach. A local Peer Challenge programme was developed as part of sector-led improvement across the West Midlands region. It recognises that self-aware councils will always want to improve and share experience whilst also looking for help and support in areas where they are less well developed.
- 4.4 Telford & Wrekin volunteered to be the pilot for this approach in 2013 and undertook further Peer Challenge in 2016 and 2018.
- 4.5 The Peer Challenge 'Pause and Learn' offer has been developed to provide a more flexible response during the recent pandemic, undertaken remotely, and has enabled the culture of learning to be maintained. Using a 'Pause and Learn' approach allows different groups of stakeholders and teams to come together and, through a facilitated discussion with a team from another area, think about how opportunities for the future can be grasped to accelerate improved outcomes for local residents.

#### **2020/21 Peer Challenge**

- 4.6 The Peer Challenge Team consisted of:
- Paula Furnival, Lead DASS (Worcestershire County Council)
  - Cllr Adrian Hardman (Cabinet Lead and Deputy Leader Worcestershire County Council)
  - Frances Kelsey (Lead Commissioner Worcestershire County Council)
  - Seanna Lassetter (Principal Social Worker Walsall Council)
  - Meena Dulai (Head of Service Wolverhampton Council)
  - Helen Coombes (ADASS West Midlands Peer Challenge Lead)

The Team were with Telford, 'virtually', for one week during March 2021 and engaged with staff, managers, people with lived experience of social care, carers, elected Members, partners and voluntary sector

colleagues. The process also included a Social Care Practice review and case audit and this was led by Mark Godfrey, WM ADASS Practice Review Lead, and undertaken by members of the Principal Social Worker Network, West Midlands during November 2020. The Peer team were able to review documentary evidence around performance, structures, processes and policies in advance as well as conducting meetings and group sessions via 'Teams' and 'Zoom', as appropriate with stakeholders.

4.7 The focus agreed with the Peer Team included:

- The shape and nature of leadership opportunities in the context of the Integrated Care System;
- Refreshing the contribution that adult social care makes to the council, and the wider system in the context of Place Based working;
- Identifying and reflecting the best practice opportunities that can be further developed

4.8 The final presentation setting out their findings has now been received from the Peer Challenge Team. Officers consider the findings to be balanced and constructive to the Council moving forward and are very positive throughout particularly around the quality of practice, partnerships and leadership.

4.9 The key points are detailed here.

- The **focus on social care practice, values, and professional curiosity** was evident in many of the discussions particularly in exploring how people can be supported to live independently
- The relationships between Telford and Wrekin staff and partners in primary, community and acute health care on an operational basis are very strong, and the senior managers demonstrated how much they respected each others priorities and contributions
- There is regular, effective communication across teams, aided by clear conversations with care providers, different parts of the council and across adult social care had a strong team ethos focused on outcomes
- The range of support from different parts of the system has been appreciated by the market during a very difficult time
- A values driven leadership and team relationship based ethos ; “do the right thing”; Proudness about working in and for Telford was very tangible across all of the meetings including those external to the council and Experts by Experience
- The on line and digital offer, including Live Well Telford has reportedly helped to reach out to people who the council had previously not had contact with, including those people who were shielding, reporting they found it a useful tool to access help and support
- High staff engagement has continued through the COVID pandemic, and regular welfare checks, well being offer and continuing the focus

on staff involvement has clearly helped to protect morale and led to outcomes such as 90% of staff feeling they can influence services

- Though for some the beginning of COVID was a difficult time, particularly adults with a disability, the commitment to inclusion and transformation based on co production has been valued by the Making it Real Board. The co production work that has led to the design of the virtual house and the eventual opening of its physical presence is really impressive in the context of COVID
- Experts by Experience are supporting conversations with people and professionals around hospital discharge to aid communications with statutory services which is a good example of best practice
- Despite all of the risks in the wider care market, which is mainly made up of small providers, the team work across care providers, and health and social care staff has meant the Care Market has successfully been able to respond to commissioning needs for additional capacity due to COVID. Good examples of partnership working getting new services up and running effectively.
- At a very early stage it was recognised that there needed to be a wide scope to the COVID response that included housing issues, and how this can provide an opportunity to build into an ambitious specialist housing and accommodation strategy
- Whilst recognising the need to focus on the immediate COVID response the adult social care team appears to have maintained a focus on the broader and longer term issues such as developing a Learning Disability Strategy and making sure that the strengths based practice in reviews was continued
- The care market resilience was identified as a key risk, and a range of interventions including the deployment of public health to focus on infection control support, using data to target resources and mobilising very quickly with partners to offer an integrated offer was key to helping manage in each wave of the pandemic
- The strength of community and voluntary sector resource was recognised and focus given at a leadership level to work alongside the voluntary sector rather than to try and direct it. The flexibility individuals, and teams have shown in all sorts of different organisations and groups has been outstanding
- Keeping a focus on the future despite all of the challenges of COVID 19 has clearly been a priority for the Chief Executive and the senior political team, this has meant that the relationships with the developing Integrated Care System, continuing to develop the governance structures such as the Telford and Wrekin Integrated Place Partnership (TWIPP) and maintaining the momentum of the technology strategy has been prioritised
- Co production, enhancing the role of the Making it Real Board and keeping focused on the strengths based practice and the importance of strong clear leadership across adult social care to make sure Telford is in a good position to move into a post pandemic phase ensures that adult social care is in a good position to lead place based developments as part of the White Paper implementation. The

Learning Disability Partnership Board shows a good co-production ethos

- Market development, commissioning strategy and adult social care practice has started to become more integrated, during the COVID pandemic and this will help ensure that hidden and new demand can effectively be managed in this next phase and the resources available for adult social care are sufficient to meet need
- The need to identify common ground with Shropshire and to play this into the COVID response and discussions with the wider health system have helped to mature relationships with health partners that work across the two place based areas and help embed an acceptance of Telford and Wrekin as a key player in the wider system
- The focus on climate change and economic regeneration, alongside developing the specialist housing and a strong digital offer are all really good examples of the unique offer that Telford and Wrekin brings to the local Place and the broader system
- The responses by the local voluntary sector and communities groups has been phenomenal over the last 12 months, the enthusiasm and commitment from this sector, and its offer to work closely with local business is clearly something stakeholders want to build on.
- The rapidly strengthening Making it Real Board, the energy and strong sense of mutual respect with the Experts by Experience is valued across the system, maintaining this level of co production was articulated as a priority by many - Co production and involvement
- The strong relationships across the directorate and the council, with partners and across the system including with primary care are something that people want to retain, further promoting a culture of 'we are in it together' is very much an ethos that people want to maintain good relationships
- Adult social care senior leaders, and the wider workforce feel that they have demonstrated to the council and to the wider system the contribution they bring to the system, they want to continue to have a stronger influence in shaping the health and well being strategy to tackle inequalities and lead work that ensures the care market is resilient, economically thriving and actively promoting early help and prevention

In summary the following areas were set out for the Council to consider in moving forward:

- **Telford has exceptional adult social care operational delivery and partnerships relationships** during an incredibly difficult time and is in a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place

- The Telford and Wrekin Integrated Place Partnership (TWIPP) gives a strong foundation for a governance structure that ensures the Health and Wellbeing Board and local elected members are enabled to fulfil their roles in civic leadership to tackle health inequalities and have sustainable health and social care local offer
- The different elements of a strategic narrative of the council offer to the Integrated Care System is in place and needs to be clearly articulated internally and externally demonstrating the impact on outcomes, demand and cost of services
- Continuing to achieve deeper leadership integration across commissioning and operational adult social care will ensure that the strengths based practice and co production will be shared and developed across the whole place based pathway for all ages, and improve efficiencies. Understand what key partnerships will manage future demand and needs and develop those now
- Further reflection on how adult social care leadership can best influence and support the ICS and Covid legacy work

**5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

N/A

**6 PREVIOUS MINUTES**

None

**7 BACKGROUND PAPERS**

N/A

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