

**Manchester City Council
Report for Information**

Report to: Audit Committee - 10 December 2019

Subject: Adult Social Care - Improvement Programme

Report of: Executive Director Adult Social Services

Summary

This report provides an overview and context of current work to improve the core delivery of adult social care services through improvements in process, systems, practice and culture.

The Improvement Programme incorporates findings and areas for improvement identified from a range of sources including internal audit reports. This report provides that broader context with detail on progress in implementing specific recommendations arising from internal audit work included in a separate Audit Committee report

An update is also provided on work to integrate adult social care into the Manchester Local Care Organisation (MLCO), including the mobilisation of the Integrated Neighbourhood Teams.

Recommendations

The Audit Committee is asked to note the content of the report

Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Adults Assurance Report to Audit Committee, 15 October 2019

1. Introduction

- 1.1. Adult Social Care services are a core part of the integrated health and care services provided by Manchester City Council through the Manchester Local Care Organisation (MLCO) partnership and play a key role in the delivery of the Our Manchester Strategy and the Locality Plan, 'Our Healthier Manchester'.
- 1.2. The 'Manchester Health and Care Commissioning - Adult Social Care Business Plan and Pooled Budget contribution 2019/20' report to Health Scrutiny and Executive in February 2019 described Adult Social Care's priorities for 2019/20. This included the improvement work which commenced this year to improve citizen outcomes and to maximise the safety and effectiveness of the service in the context of health and social care reform and integration.
- 1.3. This report provides an overview of the ongoing programme of improvement work for Audit Committee, and in particular to highlight that work to respond to risks confirmed through a number of internal audits undertaken in recent years now forms part of the wider programme.

2. Background

- 2.1. As described in the report to Audit Committee on 15th October, alongside the work to develop the MLCO, a diagnostic piece of work was undertaken on Adult Social Care in late 2018 by the now Executive Director of Adult Social Services. This identified long standing challenges associated with increased demand across all services, increase in safeguarding enquiries, increase in Deprivation of Liberty Safeguards referrals and associated challenges in keeping waiting lists low for assessments, reassessments and reviews.
- 2.2. A number of internal audits had also identified risks and areas for improvement in the design and delivery of services. The current status of the actions being taken to respond to recommendations raised through these audits is described in detail in a separate report.

3. Adult Social Care Improvement Programme

- 3.1. In order to address the challenges described above, and to ensure that the service was safe, effective and efficient, the Adult Social Care Improvement Programme was established. The programme is focused on ensuring the basics are in place for adult social care to deliver high quality services for our residents and to successfully deliver health and social care reform and integration.
- 3.2. The programme plan for this work has been developed based on the outcomes of diagnostic work and the internal audits completed. As referred to in a report to Audit Committee on 15 October this programme includes workstreams on:

- 3.2.1. Assessment function including social work and primary assessment teams. This work is focused on putting the right processes in place to ensure efficient and effective delivery of Care Act assessments and reviews, alongside improvements to practice. Work to improve transition and our oversight of mental health services is included as part of this workstream.
- 3.2.2. Safeguarding and Quality Assurance functions. This work is focused on areas where specific pressure is felt (e.g. Deprivation of Liberty Safeguards) as well as reviewing our approach to quality assurance.
- 3.2.3. Provider services including our supported accommodation, reablement and supporting independence services. This work is focused on maximising our resources and strengthening the service, including use of technology
- 3.2.4. Workforce skill and capacity. This work is focused on strengthening our workforce across adult social care including improving the social work career pathway and supporting staff to develop
- 3.2.5. Adult social care commissioning. This work is in development and is focused on improving our approach to commissioning and contracting in adult social care as it pertains to our statutory duties
- 3.2.6. Front door. This work is in development and includes focusing on the front door offer and improving use of information to support prevention and maximising independence of citizens.
- 3.3. As part of additional overall investment of £11.4m to meet increased need for adult social care, it was agreed by Executive in February 2019 that additional resources of £4.225m in 2019/20 rising to £4.8m for 2020/21 and 2021/22 be invested into the service to support the delivery of the improvement programme through increased capacity in front-line roles. This includes areas of the service where capacity has been met by temporary posts and short term contracts as recurrent funding has not been in place.
- 3.4. The additional resources were identified to meet a need for additional capacity across social work, safeguarding, the Citywide Care Homes Team, the Learning Disability service and other specialist services including delivery of Deprivation of Liberty Safeguards through internal Best Interest Assessor capacity. In addition, it was agreed to make permanent some of the social care capacity to support the prevention of delayed transfers of care from hospital. These priority areas were identified in part as a bridging position as further work is progressed on an integrated health and social care service in partnership with MLCO.
- 3.5. Recruitment to the additional capacity required has progressed. 84.5 additional social worker posts have been created and 61.5 full time equivalent staff are now in post.
- 3.6. Leadership capacity has been strengthened over the last 12 months with the appointment of new Assistant Directors and more recently a Deputy Director

of Adults Services. This provides the capacity to both drive improvement and engage effectively across health and social care partnerships within the City.

- 3.7. Significant improvements have also been made in our approach to assessment support planning with a new strength based approach in place.
- 3.8. The improvement programme has also directly addressed a number of specific outcomes of the internal audits including introduction of a new supervision policy (and approach to monitoring delivery of supervision) which is currently being embedded across the service and targeted work on transition. The position in respect of these areas is provided in separate Audit Committee reports for 10 December meeting.

4. Integration and MLCO

- 4.1. Alongside the work on the improvement programme, work has continued at pace to integrate adult social care into MLCO including specifically the mobilisation of 12 integrated neighbourhood teams. A social work team manager is now in place for all 12 teams working directly with the Integrated Neighbourhood Team lead and the lead GP, nurse and mental health practitioner. The teams are co-located and are mobilising new ways of working.

5. Governance and monitoring

- 5.1. The Improvement Programme is governed by the Adult Social Care Improvement Board, chaired by the Executive Director of Adult Social Services which meets fortnightly and comprises senior officers from the service and MLCO with support from the corporate core. The Board reports to the MLCO Executive through the Executive Director of Adult Social Services, and provides assurance to Manchester City Council's Strategic Management Team and the MHCC Executive on a quarterly basis.
- 5.2. Further integration of governance is underway including MLCO's Quality and Safety Committee. The City Council's monthly integrated reporting captures key Adult Social Care metrics and spend to budget.
- 5.3. Further information on the governance surrounding the programme as captured in the report to Audit Committee on 15th October.
- 5.4. A recent internal audit of the Improvement Programme governance (currently in draft) has provided a reasonable opinion with three recommendations to support service improvement which are in progress.

6. Conclusion

- 6.1. Whilst there are still a number of challenges to address in the delivery of Adult Social care services, progress has been made in challenging circumstances through the Improvement Programme including critically the

introduction the mobilisation of additional capacity. Alongside this progress, further work on integrating services through MLCO will collectively support a longer term sustainable foundation for ASC.