

HEALTH AND WELLBEING BOARD

9 DECEMBER 2014

Title:	Adult Social Care Market Management Review		
Report of the Cabinet Member for Adult Social Care and Health			
Open Report	For Decision		
Wards Affected: ALL	Key Decision: NO		
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Sponsor: Councillor Maureen Worby, Cabinet Member for Adult Social Care and Health			
Summary: <p>Sector Led Improvement (SLI) is a programme of activity which replaces ‘top-down’ Government monitoring of local authority services, instead placing the emphasis on local authorities working together to set standards, champion good practice and review each other’s performance. This in turn reiterates the central importance of accountability to local populations for the services delivered at a local level.</p> <p>Under the London Social Care Partnership, there is an agreed programme of ‘peer review’ whereby a team made up of officers from other London authorities spend time in the Council, reviewing a particular aspect of adult social care services. In October 2014, Barking & Dagenham was subject to a Peer Review of Market Management in relation to Adult Social Care. Following a three-day ‘review’ period, feedback was provided to a team of managers. An action plan has been drawn up and was subject to review at a workshop for a number of the participants, including users of services, carers, providers and partners, on 3 December 2014. Once the outcomes of this workshop and the discussion at the Health & Wellbeing Board have been assimilated, it will be used to drive the continued improvement in the management and development of the Adult Social Care market in Barking and Dagenham, particularly in view of the new duties around market-shaping arising under the Care Act 2014.</p>			
Recommendation(s) Members of the Health and Wellbeing Board are recommended to:			
<ul style="list-style-type: none">• Note the presentation that will be given and which will outline the findings of the Peer Review team, and the response developed in partnership through the workshop on 3 December.• Comment on the Market Management Peer Review, and raise any questions or concerns that they have.			

- Agree and support the proposed direction of travel in managing the adult social care market in Barking and Dagenham.

Reason(s):

The Care Act 2014 places new duties on local authorities in relation to market shaping, commissioning and provider failure and gives people with an adult social care need and carers the right to a personal budget. This timely review and proposed action plan has provided an opportunity for the Council to consider its activities in this respect, and to set in place plans for further improving its approach to developing and managing the adult social care market in the borough in line with these new duties.

The Peer Review action plan will shape our work to support new social care businesses and improve the sustainability of local social care services, and so will support the Council to achieve its vision, **'One borough; one community; London's growth opportunity'** through all three priorities: enabling social responsibility, encouraging civic pride, and growing the borough.

1. Background

- 1.1 Sector Led Improvement (SLI) is the mechanism developed by the local government sector to replace top-down monitoring by central Government, in order to drive improvement in the services it provides, emphasising accountability to local populations.
- 1.2 The London Social Care Partnership (LSCP) has, through a commission from the ADASS London Branch, developed a programme of peer review activity which is around halfway through being implemented.
- 1.3 The London Borough of Barking and Dagenham had a peer review looking at the management of the market in the borough for people with an adult social care need, as well as the wider wellbeing duties we have from the Care Act.
- 1.4 The review took place from 7-9 October and the team was as follows:
 - Simon Pearce (RB Kingston)
 - Simon Galczynski (LB Islington)
 - Tony Jobling (LB Newham)
 - Service user, Katie, and her support worker Glen Mills
 - Denise Snow (LSCP, review team co-ordinator)

2. Scope of the Review and Key Lines of Enquiry

- 2.1 The new Integration & Commissioning function incorporates a team dedicated to leading on Market Development activity, although of course this is an activity to which the whole social care system contributes. Whilst this was felt to be a sound initial development, with Barking & Dagenham having a considerable strength in these areas, it was considered timely to review this activity in view of the new statutory duties brought in by the Care Act 2014. Additionally, having launched the Market Position Statement (15 July 2014), it was agreed that the 'next steps' may benefit from some external challenge to the progress already made.

- 2.2 Our market work to date has focused mainly on encouraging small micro-providers to enter the market to cater for increasing numbers of personal budgets. Important as this is, it has not been without challenges (notably providers complaining of poor uptake). In addition, it was noted that there needed to be a strengthening of the Council's work on assessing the sustainability of the local social care market.
- 2.3 We indicated to the review co-ordinators that we were interested in exploring the following areas:
- Are the benefits of personal budgets and PAs widely recognised and could more be done to promote take up of PAs by any particular groups of service users?
 - Does support planning promote flexible individual support packages, and does it contribute to maintaining a buoyant market?
 - What flexibility can the personal budget level allow?
 - Is the promotion of micro providers via Community Catalysts the most effective way forward?
 - Is the Market Position Statement helpful to providers? Is the analysis sufficiently open and robust to enable providers to access and analyse it with the confidence to re-shape their services?
 - Is the residential care market stable enough to meet need and develop more flexibly within current unit costs/fees. How might the Council balance budget and provider stability concerns in future benchmark pricing?
 - Is there a good match between the vision and strategy and the availability and uptake of services which ensures effective choice for service users?
 - Does the approach to market shaping support the Council's wider need for demand management and cost reductions?
 - How is the wider corporate body of the Council supporting the management of the adult social care market?

Key lines of enquiry

- 2.4 Based on these points and discussions, the key lines of enquiry for the review are suggested as:
- How effective has the strategic stock-take been in shaping the care and support "market" to meet and sustain the needs of a personalised service?
 - Are current and potential providers engaged and signed up to the strategic direction of travel and equipped or equipping themselves to meet current and future demand and need?
 - Has its strategic vision been well communicated to seek ownership by service users and carers and the wider public and are they fully aware of the shape of services and supports available?
 - Are social care teams still promoting creative, flexible support packages which enable users and carers to have individualised choices?
 - Do personal budgets truly deliver a personalised service and how is quality assured within the process?

3. The review programme

3.1 The review programme for the 3 days included meetings with the following:

- A range of providers across residential care, home care, payroll agencies, supported living, mental health and micro providers residential care
- Personal assistants
- The Portfolio Holder for Adult Social Care and Health
- Social care management
- Social care workforce drawn from across the service, to include cluster team, CLDT and mental health
- Personal budget holders
- Other Council services, including Children's Services, Housing, Finance and Shared Strategy
- CVS, Barking Enterprise Centre and Community Catalysts
- Integration and Commissioning team

3.2 A feedback session was arranged for the afternoon of 9 October, with the Corporate Director of Adult and Community Services and managers across the Directorate. It is a tenet of the Sector-Led Improvement programme that the feedback is 'short and sharp', typically in the form of a PowerPoint, rather than a more detailed report. This feedback presentation is attached at **Appendix 1**.

3.3 The feedback included recognition of what was working well and areas to be considered for development. Some of the key aspects of what was working well are:

- A significant shift to a personal assistant model of delivery involving a culture change and accreditation
- The commitment to user choice
- The integrated GP cluster model is a strong foundation to building support around people
- Comprehensive Market Position Statement for Adult Social Care
- Explicit link between local economic regeneration and the care market
- Strategic approach to market development is working its way into day to day commissioning
- Good examples of complex case support plans

3.4 Areas to be considered for development included:

- Develop a stronger vision for personalisation across all groups
- Opportunities to expand the personal assistant model into complex care and mental health
- Consider co-production approach to commissioning, to help build and design services for local people
- Promote the Market Position Statement through Provider Forums
- Refresh commissioning intentions

4. Feedback and future actions

4.1 In order to further explore and implement the findings of the review it has been agreed that an action plan for implementation be drawn up, which was considered

at a workshop for all participants of the review on 3 December. Due to the deadlines for the Health and Wellbeing Board, the outcomes of the workshop and the action plan have not been included in this report. However, they will be presented to the Board to inform the discussion at the meeting.

5. Implications

5.1 Joint Strategic Needs Assessment

The Adult Social Care Peer Review in Barking & Dagenham complements the identification of need and the priorities for future action described in the JSNA.

5.2 Health and Wellbeing Strategy

The commitments set out in the Health & Wellbeing Strategy are consistent with the views expressed in the Peer Review as to the future development of social care services: towards more integrated delivery and greater personalisation. The refresh of the joint Health and Wellbeing Strategy will note the recommendations made in the Peer Review.

5.3 Integration

As part of the Peer Review, the review team looked at the Borough's work to further the integration agenda, particularly the cluster arrangements and stated that the cluster model was a 'strong foundation to building support around people'. As part of the development of the Peer Review action plan, the Market Development team will be looking at how they will create stronger links with the cluster model, as well as with Housing and CCG commissioning colleagues.

5.4 Financial Implications

Implications completed by: Roger Hampson, Group Manager, Finance (Adults)

There are no financial implications directly arising from this report. Any proposals in the action plan with significant resource implications will be highlighted in the presentation at the Board.

5.5 Legal Implications

Implications completed by: Dawn Pelle, Adult Care Lawyer

There are no legal implications as such. However it is clear that the work in relation to the duties imposed by the Care Act 2014 is being considered and implemented in relation to Market oversight. As the authority becomes subject to the duty under s.48(2) as soon as it becomes aware of a possible business failure the authority will have to work quite closely with the Care Quality Commission whose duty it is to assess the financial sustainability of a care provider.

6. List of Appendices:

Appendix 1: Market Management Peer review team feedback