
Bath & North East Somerset Council

Improving People's Lives

Peer Review 12th to 14th September 2023

**Children's & Adults Health and Wellbeing Policy Development and Scrutiny Panel
9th October 2023**

Ann Smith, Assistant Director Operations

Bath and North East Somerset Council Preparation for Assurance

Peer Challenge – 12th -14th September 2023

| Peer Challenge Explanation | Peer Challenge Team |
|--|---|
| Sector led improvement peer challenge process | Sara Storey – <i>Director for Adult Health and Social Care People, Adult Health and Social Care, Nottingham City Council</i> |
| Invited in as ‘critical friends’ with ‘no surprises’ | Councillor Marian James – <i>Liberal Democrat and lead member for Adult Social Care London Borough of Sutton</i> |
| Non-attributable information collection | Chris Pelletier – <i>Deputy Director, Southampton Integrated Commissioning Unit, Hampshire and Isle of Wight ICB & Southampton City Council</i> |
| People have been open and honest | Avril Mayhew – <i>Head of ASC Operations and Deputy Director of Adult Social Services, London Borough of Camden</i> |
| Recommendations based on the triangulation of what we’ve read, heard and seen | Margaretha Staines – <i>Principal Social Worker, London Borough of Camden</i> |
| Feedback designed to help you prepare for the regulator through your own improvement | Penny Hynds – <i>Peer Challenge Manager, LGA</i> |
| Offered in good faith | |

Bath and North East Somerset Council Preparation for Assurance Peer Challenge – 12th -14th September 2023

| Peer Challenge Process | Feedback Based Upon |
|--|--|
| Scoping meeting | The peer team read relevant documentation including a self-assessment |
| Peer challenge team sourced | A member of the peer team considered 6 case files from across the areas of adult social care |
| Pre-reading document and data analysis | Throughout the peer challenge the team had more than 36 meetings with over 140 different people from adult social care and partners |
| Case file audit | The peer challenge team spent over 184 plus prep hours with B&NES Council and its documentation, the equivalent of 24.5 working days |
| Interviews, meetings and focus groups | |
| Feedback presentation | |
| Report | |

Key Messages

| Strengths | Considerations |
|--|--|
| Well led organisation with a positive workforce culture built upon mutual respect and values | How systems, processes and data are used to best effect to inform practice and performance oversight |
| Clear corporate purpose with strong political and corporate leadership in supporting Adult Social Care | Opportunities for further development of practice and oversight through simplification of structures and insourcing plan |
| Kind, collegiate, generous staff <i>“we don't keep a good idea to ourselves”</i> | Ambitious plans with many strategic and operational initiatives planned in next 6 months as part of longer-term plan |
| Self-aware – no surprises and plans in place to address some of the challenges as reflected in the Self-Assessment | To support delivery of plans may wish to consider the range of support and advice that is available externally as well as internal resource required |
| Partnerships and strong relationships | Co-production |



Assurance Themes

1: Working with People

- assessing needs
- direct payments
- charging arrangements
- supporting people to live healthier lives
- prevention
- wellbeing
- information and advice
- addressing barriers and reducing inequalities



2: Providing Support

- care provision, integration and continuity
- market shaping
- commissioning
- workforce capacity and capability
- integration and partnership working



3: Ensuring safety

- safeguarding enquiries and reviews
- Safeguarding Adult Board
- safe systems - continuity of care
- safe systems - pathways and transitions



4: Leadership

- culture
- strategic planning
- learning
- improvement
- innovation
- governance
- management
- Sustainability



Theme 1: Working With People

| Strengths | Considerations |
|--|--|
| Both people with lived experience that we spoke to were really positively about their support and their relationships with practitioners | Carers Strategy – consideration of the timescales |
| Practitioners gave some great examples of outcome focused practice with people | Strengthening the planning arrangements including pathway for care leavers and timeliness for young people in transition |
| Exceptional Community Wellbeing Hub and Live Well website | Opportunity to strengthen the relationships between teams to reduce handoffs |
| Strong strategic relationship with 3 rd Sector who are seen as integral to the prevention agenda | Opportunity to develop the information and advice and prevention offer for self-funders |
| Commissioners and other colleagues' strong commitment to putting the person at the centre of their work | Access to interpreters and BSL is described as a challenge resulting in delays |
| Legal support – impressive, preventative and person centred | |

Theme 2: Providing Support

| Strengths | Considerations |
|---|--|
| True collaboration with partners to support people and commitment to providing support closer to home | Opportunities to strengthen the offer around technology enabled care, equipment and preventative approaches |
| Learning from previous insourcing to inform plan for next phase | Data driven and evidence-based practice as part of your quality assurance and performance framework will lead to positive experiences of provision and better outcomes |
| Well-developed approach to place-based integrated commissioning | Continue work to enhance the shaping, development and management of the market where there is a high proportion of self-funders |
| Great examples of professional intervention as direct support | Monitor the impact of new hospital discharge model in relation to Social Workers presence in hospital |
| Hospital discharge – home is best (Hub in RUH) | We have heard from the third sector their concerns around future financial sustainability |
| Accelerated improvements within in-house provision | |

Theme 3: Ensuring Safety

| Strengths | Considerations |
|--|--|
| Community Safety and Safeguarding Partnership – strong commitment across all of the partners and parity across each of the three strands | Opportunities to consider the model for Safeguarding through the plans for restructuring |
| Good strong joint working between commissioning, safeguarding and in-house services in relation to provider failure and response to large scale concerns | Opportunities to strengthen the work of the Board should resources become available to harness innovation |
| Dedicated safeguarding telephone line | Opportunity to strengthen proactive quality assurance and contract monitoring to seek to reduce the risk of provider failure |
| Resilient and supportive in-house safeguarding team | Recognition of the need to embed co-production within the adult part of Safeguarding Board |
| | Work in partnership with the Chair to strengthen evidence-based assurance |

Case File Audit Findings – review of 6 cases

| Strengths | Considerations |
|---|--|
| <p>Safeguarding</p> <p>Evidence provides reassurance that people are being kept safe and that risks are appropriately identified and managed Robust and well recorded Safeguarding Adults Management (SAM) oversight including clear actions as well as timeframes for the completion of actions Well written and proportionate safeguarding minutes</p> | <p>Safeguarding</p> <p>Although there was evidence that people were being involved in safeguarding and that their views were taken into consideration, principles of Making Safeguarding Personal could be further developed and evidenced in the way practitioners record</p> |
| <p>Learning Disabilities</p> <p>Very clear evidence of relational practice, taking a person-centred approach and working beyond the boundaries of the Care Act</p> | <p>Mental Capacity</p> <p>More focus is required on Mental Capacity Act and the consistent application of the fundamental principles underpinning legislation and practice. The gravitas of decisions around mental capacity must be given due consideration</p> <p>Greater consideration of involving Care Act Advocates and Independent Mental Capacity Advocates when appropriate and including them as early on in the intervention with the person as possible</p> |
| <p>Approved Mental Health Practitioner (AMHP) - Evidence of skilful recording which provides a strong sense of who the human being is balanced with the process, legal literacy and professional opinion</p> | <p>Carers</p> <p>Records reviewed did not evidence a robust approach to supporting carers and recording carers assessments</p> |
| | <p>General Recording Practices</p> <p>Use of abbreviations, acronyms and jargon throughout all records</p> |

Theme 4: Leadership

| Strengths | Considerations |
|---|--|
| Whole Council vision – 1,2,3,4 clear simple and effective | Key opportunity to develop strength-based approaches to the use of technology enabled care, equipment and digital strategy towards achievement of best value |
| Impressive leadership, which is demonstrated at many levels throughout the organisation and across partnerships | Ensure consistent communication of the vision and accessibility and visibility for all colleagues in the context of the transfer arrangements |
| Strong collaborative leadership around hospital discharge and winter pressures <i>“What can I do to help rather than who is to blame”</i> | Use the opportunity of insourcing to develop a more consistent approach to managing the interfaces between teams |
| Development of Adult Social Care Strategy and Vision with full commitment of the whole Council | Consider reviewing financial lines of accountability to develop clear links to practice |

Next Steps

- Receive final report for review and develop plan to address areas for development
- Hold lessons learnt session with team that led, managed and contributed to the Peer Review
- Mid Year Review of ASC Directorate Plan (Nov) to include Peer Review feedback and prioritise areas for development
- Ongoing consideration of transfer of ASC services as of 1st April 2024
- Update Self Assessment Report and publish
- Lessons learnt from other Peer Reviews to inform our CQC Assurance preparation
- Appointment of a Quality Assurance Lead
- Extend contract with Jon Goodwin until Christmas to focus on areas of development and ongoing preparation for CQC Assurance