

BRIEFING	TO:	Overview and Scrutiny Management Board
	DATE:	4 th March 2020
	LEAD OFFICER:	Ian Spicer, Assistant Director Adult Social Care & Integration Sally Morris-Shaw, Principle Social Worker
	TITLE:	Update re Adult Social Care Restructure and Pathway

1. Background

1.1 Adult Social Care Pathway:

On October 21st 2019, the Council implemented a new Adult Social Care operating structure and introduced new pathways for Rotherham residents to access information, guidance and support. All staff moved into new teams on this date.

This followed a period of engagement and formal consultation.

The main aims of the new structure and pathways were to ensure a more customer focussed and responsive offer to the residents of Rotherham resulting in less waiting times at point of contact; a stronger reablement offer enabling more people to regain independence; increase the continuity of council staff involved; a simpler structure for residents and partners to understand and to raise practice standards and overall performance.

Post restructure a coaching programme has been in place to develop leadership and management skills.

2. Key Issues

2.1 Adult Social Care Pathway

1. Restructure was successfully completed with a very small number of compulsory redundancies.
2. Reablement service has been able to increase the number of people who it supports at any one time. Resulting in more people having access to vital reablement, regaining independence and confidence for the future.
3. More people can contact the council and enquire about adult social care services without waiting.
4. Extensive workforce development programme is in place, increasing competence and improving practice in line with the objectives of the new Pathway.
5. The Coaching programme has been successful in building leadership skills and has resulted in a new 'Operating Rhythm' for teams that includes daily 'huddles' assisted by technology that enables key information and actions to be shared and frees up time in the day to respond to people's needs and enquiries.
6. Overall performance has improved since implementation:

	Previous position	Current	DOT
% new customers reviewed in 1st year of service (initial reviews)	56%	69%	+13%
% customers on service over 12mths who have had an annual review	45%	49%	+4%
Reduction in reliance on residential care	941	907	-34 (3.6% decrease)
Increase in mthly average of Care Act Assessments (this year to last)	135	138	+3
% of people who feel their Safeguarding outcomes are met	97%	98%	+1%
Number of hours of reablement delivered in a week (new data)	238 (Dec 2019)	342 (Jan 2020)	+44% on December position

Whilst there are clear signs of improvement in performance, it is recognised there is the need for significant further improvement.

Sector led Improvement Regional Peer Challenge:

Peer Review scope:

- To identify the confidence levels of staff and managers
- To understand the level of culture change
- To feedback on practice assurance

Strengths:

- Leadership is strong throughout the directorate
- very clear evidence around partnership working (internally and externally)
- strong investment in our workforce
- culture has changed in a positive way
- coherent performance management framework

Areas for consideration:

- Pathway clarity
- Sufficient capacity
- Sustainability
- Celebrating successes
- Improving the Carers offer

The main report is due in about 4 weeks.

3. Key Actions and Timelines

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| 3.1 | <ul style="list-style-type: none"> • Peer Review taken place 12-14 February, with a key focus on the Pathway changes. • Internal Audit commissioned to review impact of the changes |
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	<ul style="list-style-type: none"> • Formal 6 month Review of the restructure and pathways to be undertaken in April 2020. • Further work around the 'Digital Offer' and accessibility to advice and information is continuing. • Development of an Assistive Technology Strategy is a vital element to supporting reablement and independence. • Coaching programme ended on the 14th February. Sustainability plans in place to continue the progress made. Investment in internal resource to support this.
4. Outcomes	
4.1	<ol style="list-style-type: none"> 1. Restructure and Pathways have been delivered as planned and successfully. 2. Overall performance has increased; staff retention and sickness levels improved; responsiveness to residents improved. 3. Reablement outcomes increasing. 4. Positive Peer Review.