

South Gloucestershire Council

Adult Social Care Self-Assessment

April 2024

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Introduction

Our self-assessment provides an overview of; our local context, vision, how we are organised and our assessment of our strengths and improvement opportunities in delivery of our Care Act duties against the themes of the Assurance Framework.

More detailed information on our plans, performance, and impact against each evidence criteria of the Assurance Framework is available in our evidence submission with information on what we do, our impact and our areas for improvement.

ABOUT SOUTH GLOUCESTERSHIRE

South Gloucestershire is a mixed urban and rural area of great diversity with long established urban communities, market towns, small villages, and substantial new developments.

Just over **60%** of the population live in built up areas immediately adjoining Bristol. Just under **20%** live in the towns of Yate, Chipping Sodbury and Thornbury. The remaining **20%** live in the more rural areas of South Gloucestershire.

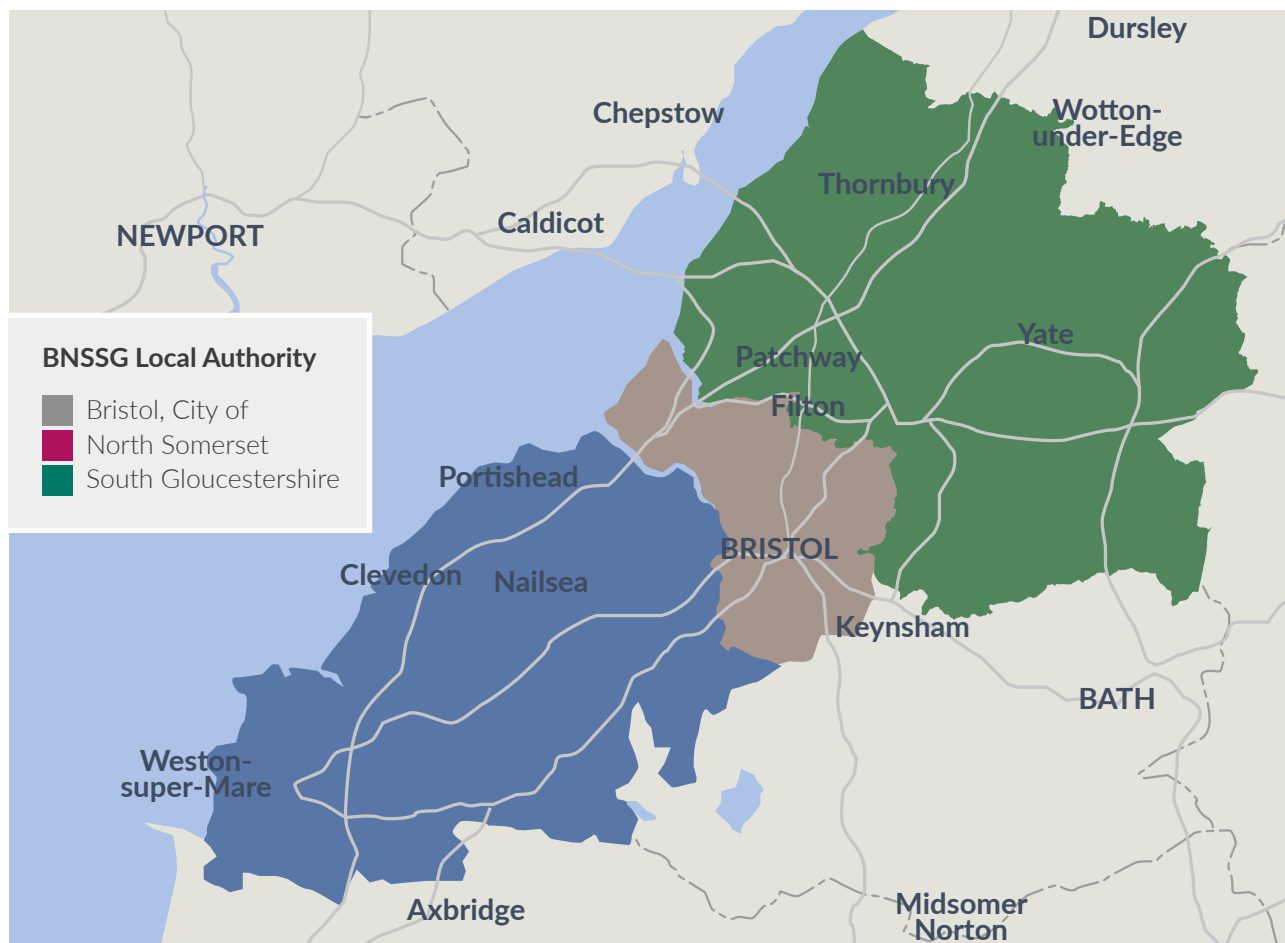


OUR DEMOGRAPHICS

According to the Office for National Statistics (ONS) Census 2021, South Gloucestershire is home to 290,423 residents which is a **10.5%** increase since 2011 and growing faster than the South West average (**7.8%**). Our population is ageing. The number of people aged over 65 increased by **74.5%** from **31,057** in 2011 to **54,192** in 2021.

Overall, our population tends to experience better than national average outcomes, such as higher life expectancy and lower levels of poverty and deprivation. It is important to note however, that the area is not uniform, with variation in demographics and outcomes across the area. For example, our life expectancy gap between the most and least deprived areas is **5.7** years for women and **4.2** years for men.





The 2021 Census showed that diversity in South Gloucestershire is increasing with **14.5%** of residents recording an ethnic minority group. **10.6%** of residents were born outside of the UK, an increase of **77%** (higher than the South West average (**43%**) and in **2.9%** of households no one has English as their main language. Analysis of demographic data and residents feedback have informed the Council’s Tackling Inequalities plan published in April 2024 to address inequality of access and outcomes where they occur across South Gloucestershire.



Within our Better Care Fund Strategy, Market Sustainability Plan and Locality Partnership we are developing plans to meet the needs of our increasingly diverse communities and increasing number of people living with multiple complex conditions. These are plans that we are co-designing with partners and people who draw on services.

OUR INTEGRATED CARE SYSTEM AND LOCALITY FOOTPRINT

South Gloucestershire Council is a partner in the Integrated Care System (ICS) with Bristol and North Somerset unitary authorities. The ICS is made up of an Integrated Care Partnership, an **Integrated Care Board** and six Locality Partnerships. South Gloucestershire Council is co-terminus with the South Gloucestershire Locality Partnership.

ASC DIRECTORATE: OUR LEADERSHIP TEAM

Anne Clarke Director for Adults, Housing and Community Development

Anne joined South Gloucestershire Council in 2017 as Head of Adult Social Care and the following year was appointed as the Director for Adult Social Services. Anne's portfolio broadened in 2022 when she joined the Chief Executive's strategic team as Director for Adults Housing and Community Development. She is a vice chair of the South West branch of the Association of Directors for Adult Social Services, the lead on NHS and Discharge and represents the branch at meetings with Region NHSE South West. Anne also works closely with senior colleagues across the Integrated Care System and is committed to the principles of collaborative working.



Anne says:

South Gloucestershire is a place where many enjoy skilled employment opportunities with multinational organisations, but it is also a place of inequalities with others experiencing deprivation and poorer health outcomes. Addressing inequality in all stages of the life course is a council priority.

We have described ourselves as 'Adult Social Care – making a difference' and we do this in many ways, detailed in our information return.

Before qualifying as a social worker, I spent a number of years in part time work as a front line care worker in different settings – day care for older people with mental health needs, domiciliary care, a residential care home for older people and a personal assistant. I know from my own experience the difference quality adult social care can make to people's daily lives, and we have worked hard in recent years to strengthen our care market, to encourage providers to make changes to their employment offer and to promote careers in care through our Proud to Care Campaign. The impact of action has been a significant reduction in waiting times for care provision.

Our commitment to strength-based practice and asset based approaches aligns well with our work in prevention and promoting independence and is further supported by a vibrant voluntary and community sector and our own community development colleagues.

We want to support our all our adult social care staff to continue to learn and develop in their professions. We have a strong learning and development opportunities within the Council and staff are encouraged to participate in opportunities through our ConnectED Programme and to access resources as members of Research in Practice. Why have I wanted to highlight these examples? Because I believe an important part of my job is to support and enable the hundreds of people in our workforce (internal and external) to be the very best in the important work they do, making a difference every day.



Kenny Braidwood, Adult Social Care Service Director

Kenny was appointed as Service Director (Adult Social Care) in August 2022. This role is accountable for the operational delivery of the Council's adult social care services. Kenny has worked for South Gloucestershire Council since 1997 when he joined the Mental Health Team. He has been a qualified social worker since 1986 and worked in a variety of social work roles in several councils. He has a wealth of experience across adult services with expertise in the areas of adult mental health, learning disability and autism.

Adult Social Care deliver community-based services on a locality basis. The council also directly provides adult social care services including: a residential care home, a day centre for adults with dementia, prison service and direct care provision through the Rapid Response, Falls and Home to Decide services.



Kenny says:

Adult Social Care's approach is to work in a strength-based way with people that draw on services. Close multi-disciplinary working with health colleagues and keeping the individual at the centre of what we do has enabled us to focus on providing support that is part of wider communities and support networks. Our strong Technology Enabled Care (TEC) offer in South Gloucestershire is producing fantastic results for individuals and families.

I am clear that adult social care needs to be appropriate for everyone using adult social care. For most people, the right place for support means in (or close to) their home and community. People want to be supported to be independent in their own homes. This applies to working-age adults with disabilities as well as to older people: having your own 'front door' is key for many people who draw on social care.

It is important to qualify both the idea of independence and home. Everyone is reliant, to one extent or another, on other people – people are interdependent rather than fully independent. The idea of home may have to change with time and circumstance so a setting like a care home, a supported-living apartment or an extra-care flat must be able to be seen as a home just as much as an owned or rented flat or house. The conversations that adult social care has with individuals are key to helping them to define the outcomes they want to achieve in ways that gives them control over their lives and is sustainable for the Council.



Carol Watson, Commissioning, Housing and Partnerships Service Director

Carol took up post with South Gloucestershire Council in April 2021. Prior to that she had fourteen years management experience in local government, in both operational and commissioning / strategic management roles, and extensive experience in the voluntary sector / community development. She is passionate about carers issues and founded one of the first carers centres.

As a Service Director Carol has oversight within her division of Adult Care Commissioning and Partnership, organisational safeguarding, our Home Choice and Homelessness services, Resettling Communities and Travellers Unit. All these services work together to ensure wherever possible that people who need support or housing have a good place to call home, as well as access to provision that is local, as personalised as possible, supports independence, and enables people to meet their personal goals and do what matters to them. The way services collaborate within a place-based approach is key in delivering our Social Care Futures vision.



Carol says:

We are partway through a Commissioning Transformation Programme that is already making a difference in ensuring we really can support people be as independent as possible, whilst also addressing some of the challenges within our care market and improving our use of resource. We are focused on place-based commissioning and so myself and the services in my division are committed to the three Ps: People, Place, Partnership.

Developing our work with people with lived expertise is central to our work and to moving towards our Social Care Futures vision. My service is responsible for some crucial co-production work, e.g. with carers, people with learning disability and older people.

South Gloucestershire is a place that is not only diverse in terms of its geography, but also increasingly in terms of its population. We are fortunate to have many strong and welcoming communities in both our urban fringe and our market towns and villages. We are working to ensure that our commissioning strategy reflects and supports this.

Relationship commissioning is core to our commissioning transformation. That just means working in partnership with our care providers and voluntary sector looking for shared solutions, recognising their expertise and supporting our market, to design and deliver cost effective services that support the Social Care Futures outcomes.



Mark Pullin, Community Development Service Director

Mark was appointed as Service Director for Community Development in September 2022 and has over 20 years' experience as a senior manager at South Gloucestershire Council, many outside of his professional beginnings as an Environmental Health Officer. He also has experience at working at a regional and national level through his trading standards work and was the Chair of the Board of Directors for Trading Standards South West, a community interest company.

Mark's role is a new one to the council which reflects the strategic importance of its functions to the council's future approach. He is responsible for the strategic links between the council and the town and parish councils, the voluntary, community and social enterprise sector (and how this can develop to support the wider system needs and issues) and leading on developing a new compact and charter. This also has internally focussed responsibilities for driving the council forward in its aim to tackle inequalities and listen and respond to the needs of our communities.



Mark says:

I am really excited to be in this role because not only does it demonstrate the key focus the council is putting on these areas of work, but it provides me with the strategic opportunities to drive forward those things that I am passionate about.

I have been really lucky during my career to do things that I have really enjoyed. Without fail, this has always been about making a positive difference to the individuals and communities that we serve. We can do this best by working in partnership with the communities, the VCSE sector, other agencies and properly understanding the lived experience and needs of our communities. Through our revised approach to tackling inequalities and the principles embedded within our Community Conversations approach, we are driving this to become the reality of how we work.

Our partnership led Keep it Local work (Locality Partnership, VCSE and the Council) and our developing asset-based community approach, is supporting and strengthening this work. Being in a department where I am working alongside the service directors responsible for commissioning, resettling communities, and adult social care, provides improved opportunities for driving this work forwards. Taking all these things together shows the aspirations we have for South Gloucestershire and all its communities and residents.



Hannah Scaife, Principal Social Worker (PSW) for Adults

In 2019 Hannah was appointed as the first 'stand-alone' PSW for Adults in South Gloucestershire Council. Hannah was regional co-chair of the South West PSW Network for two years. She was elected co-chair of the National PSW Network in August 2022. She has co-produced and launched national guidance with the Chief Social Worker for Adults and co-authored a book that was published in 2023.



Hannah says:

South Gloucestershire Council has been an incredible place for me to work and develop. I started as a Trainee Social Worker with the Council in 2004 and had nine work placements across adults and children's services, giving me a rich network and understanding across the whole of social work practice.

It has been wonderful to be able to replicate some of this experience with our social work apprenticeship roles and our new career progression scheme and to be able to support other people to develop as I have. I see social work as one profession, working with people across their whole life course, and as such work very closely with the PSWs for children and families locally and nationally. The integration of social work and occupational therapy is a huge benefit of working in South Gloucestershire Council, and I am keen to replicate this integration in the work that I do, working closely with our Principal Occupational Therapist and creating as many joint initiatives as possible.

I feel passionately about equality, diversity, and inclusion, and this has been a golden thread that runs through my work in the council and nationally. We have some great examples of co-production locally: our conferences and events having a strong presence of people with lived expertise to influence our practice; the ConnectED research project and nationally involving people who draw on care and support to co-produce national guidance and launch it with us, but we would like to do more. Our strengths-based audit tools start by asking for feedback from the individuals we have worked with, meaning that people's lived expertise is central to how we establish the quality of our practice.

It has also been great to be involved in the work with South Gloucestershire Race Equality Network to seek feedback from minoritised people who draw on social care support to learn and inform our future practice. I'm excited that we have signed up to the Social Care Future vision, and how we will use this to build further on the strengths-based practice of our teams so that everyone in South Gloucestershire will be able to say that they 'live in the place they call home, with the people and things that they love, in communities where they look out for one another, doing things that matter to them.'



Rosemary Johnson, Principal Occupational Therapist for Adults

Rosemary joined the Council in 2005, as a Senior Practitioner Occupational Therapist, and was subsequently promoted to Occupational Therapy Team Manager. In those roles, she demonstrated the value of occupational therapy to the outcomes for South Gloucestershire residents, and to the work of the Council. She was instrumental in the work to integrate occupational therapy and social work teams and championing new ways of working. She took on the role of Principal Occupational Therapist during 2020.

While the role is not a statutory function, South Gloucestershire Council has recognised the value of occupational therapy, aligning the Principal Occupational Therapist function at service manager level, with Rosemary as the most Senior Occupational Therapist in the council, being part of the ASC senior leadership team. Working closely with the Principal Social Worker, this allows occupational therapy to be directly represented at a strategic level with influence in key areas including prevention and intermediate care.



Rosemary says:

Occupation and activity are key factors in promoting and maintaining a person's health and wellbeing. Our social care occupational therapists are in a variety of settings, integrated into teams with social workers, and community and acute health partners. The occupation-centred practice of the therapists and social care practitioner (Occupational Therapists) ensures collaboration with the person to support occupations that are meaningful to them.

I am clear that it is only by working in collaboration with the person that we can understand what matters to them to promote their rights and support equality, value diversity, enable inclusiveness and belonging in their community. Approaches to eliminate environmental barriers to meaningful occupation promotes the person's continued participation in daily life and prevents the reliance on services. I am committed to developing the role of occupational therapy, alongside social work, to achieve outcomes that make a difference to people and to support prevention and the principles of breaking down barriers and supporting autonomy for people in a timely way.



Our Vision

There has been a clear golden thread leading from our [Council Plan 2020 – 2024](#) and the four strategic priorities that has informed Departmental and service planning:

PRIORITY 1

Creating the best start in life for our children and young people.

PRIORITY 2

Identifying and supporting those most in need and helping people to help themselves.

PRIORITY 3

Promoting sustainable inclusive communities, infrastructure, and growth.

PRIORITY 4

Realising the full potential of our people and delivering value for money.

Our new administration (from May 2023) is a partnership between the Liberal Democratic and Labour parties and is developing a new Council Plan for 2024 – 2028. Following public consultation, the final plan will be recommended for adoption by Council on 15 May 2024. The draft plan is built around five strategic goals:

1 EFFECTIVE RESPONSE TO THE CLIMATE AND NATURE EMERGENCY.

2 INEQUALITIES ARE REDUCED.

3 CHILDREN AND YOUNG PEOPLE ARE SUPPORTED AND THRIVING.

4 WELLBEING AND INDEPENDENCE ARE SUPPORTED IN OUR COMMUNITIES.

5 WE WILL BUILD BETTER PLACES.

The new Council Plan has a focus on communities, which supports a ‘whole council’ approach that enables Adult Social Care to work more effectively to improve outcomes for residents. Our holistic approach to improving communities is also seen in the council’s tackling inequalities plan. Both plans will inform Adult Social Care Service and team plans.

PEOPLE DEPARTMENT , EXECUTIVE DIRECTOR CHRIS SIVERS

The Directorate of Adult Social Care, Housing and Community Development sits in the People Department.

The People Department's vision articulates our goals at a department and service level.

Everyone in South Gloucestershire has the opportunity for the best start in life, living a healthy, fulfilling and happy life and aging well in a supportive, inclusive and sustainable community.

In delivering the People Department vision South, Gloucestershire Adult Social Care aspires to the principles of the Social Care Futures vision in terms of approach and outcomes:

We all want to live in the place we call home with the people and things that we love in communities where we look out for one another doing things that matter to us.

KEY STRATEGIES SUPPORTING OUR VISION

Joint Health and Wellbeing Strategy 2021-25 – focusing on reducing inequalities with a local place-based approach.

South Gloucestershire Locality Partnership Priorities 2023-2028 – brings together GPs, community services, mental health, social care and the voluntary and community sector under a shared sense of purpose.

Draft Mental Health Strategy – Full Document – BNSSG Healthier Together – this draft Mental Health Strategy builds on the overall Bristol, North Somerset and South Gloucestershire ICS Strategy that identifies mental health as one of our main health priorities across our local communities. This is a draft Strategy for people of all ages and has been co-produced and is co-owned by people with lived experience and their families.

BN – aims to improve the SSG Ageing Well – part of Our Future Health document (Sept-2022) quality of life of older people, so that everyone in BNSSG can stay well as they get older. This includes supporting the population to stay healthy at home.

All Age Learning Disability Strategy 2022-2027 – sets out our vision and priorities for people of any age with a learning disability in South Gloucestershire from April 2022 to March 2027.

South Gloucestershire Housing Strategy 2023 – vision for everyone in South Gloucestershire to live in a healthy, affordable, low energy and low carbon, climate resilient home that meets their needs within a safe and thriving local community, which is accessible to all.

BNSSG Discharge to Assess Pathways – we always think 'Home First' and do all we can to enable people to recover in the place they call home, supported with any necessary monitoring or rehabilitation.

South Gloucestershire Carers Strategy 2022-27 – sets out our aims and priorities for local carers of all ages, to help keep them well and living a fulfilled life.

South Gloucestershire Adult Care Commissioning Strategy 2023 – 2026 – sets out a clear approach to social care market and provision within an overarching commissioning strategy, delivered through the Commissioning Transformation Programme (Uploaded to IR16).

Market Sustainability Plan – provides an overview of our current market position and details improvement actions.

BNSSG ICS All Age Mental Health and Wellbeing Strategy 2024 – 2029 – BNSSG ICS overarching strategy co-produced and co-owned with people with lived experience, published April 2024. The strategy sits within BNSSG Integrated Care Partnership Strategy.

More information can be found on the [South Gloucestershire Adult Social Care Web site](#).

OUR GOVERNANCE

Council administration

The council administration is a partnership of Liberal Democrat and Labour members. The council has a cabinet structure and a Lead Member for Adults and Homes, who is Chair of the Health and Wellbeing Board and the BNSSG Integrated Care Partnership. The Learning Difficulties Partnership Board (LDPB) is chaired by the Executive member for Learning and Skills who is one of the Leaders of the Council

Divisional structure

The Adults, Housing and Community Development division sits within the People Department. The structure, under the Director of Adults, Housing and Community Development, brings together operational Adult Social Care Services with Commissioning, Housing Services and Community Development. This is a strength of the service as it creates opportunities for close collaborative working between service areas and shared aims, underpinned by a strengths based focus that is rooted in place and residents needs.

Adult Social Care Service structure

The operational Adult Social Care service comprises 352 full-time equivalent staff. Staff work in a mix of generic and specialist teams. A key strength of our service is that in many of our teams, occupational therapy and social work practitioners work together, enabling people to experience joined up and timely support to maximise their independence prior to consideration of long-term services.

Our Workforce

The service has a strong record of developing and promoting staff and retaining students. This is underpinned by a stable leadership and management structure and strong workforce development support. Like all areas, recruitment to posts, most significantly for experienced registered professionals, is increasingly challenging. The Adult Social Care Attraction and Retention Board works to support workforce sustainability and resilience.

Workforce challenges are found across the social care provider market, and with health partners, and mitigations are reflected in our commissioning strategy and investment in upskilling and Proud to Care activity. Challenges are reflected by all system partners within BNSSG transformation planning and use of the Better Care Fund.

OUR POPULATION HEALTH DATA

The council and integrated health system locality partnership priorities are driven from data on local health needs. The South Gloucestershire [Population Health Intelligence Portal](#) provides data across a wide range of health determinants that can be reviewed at ICS level down to ward level. As an example, this intelligence has informed our Ageing Well analysis and provided evidence to support the creation of our Prevention Fund and Creative Solutions Board, developed to respond to local needs.

LISTENING, LEARNING AND INVOLVING

The service has a range of methods for seeking feedback and understanding the experience of people who use our services. We have a number of different ways of engaging with people who use services and their unpaid carers, examples include:

- Learning Disability Partnership – meets every other month and is co-chaired by a person with a learning disability. Members include people with learning difficulties, carers, representatives from different council departments, education, health, and care providers
- The Carers Advisory Partnership – meets quarterly, co-chaired with a representative from Carers Support Centre. The Carers Support Centre support carers representatives of the partnership
- Co-produced Carers Strategy 2022 – 2027, carers further involved in implementation through Carers Strategy Implementation group
- Equalities Voice feedback to inform service development work
- Focused feedback exercises – such as exploring experiences of people from minority ethnic backgrounds who draw on services with the South Gloucestershire Race Equality Network and Health Watch
- Our practitioner audit framework focuses on outcomes and the experience of the individual.

Whilst our service has a wealth of feedback information, we know we need to do more to act on feedback in a systematic way. We need to do more to understand the experiences of all groups within South Gloucestershire and work with our communities to address inequalities of access and outcomes where they exist. Our service is developing plans for this.

OUR CARE MARKET

The adult social care market in South Gloucestershire has been predominately stable, with good quality services, but a largely traditional range of services. It is a mixed market, reflecting the area. The biggest issue is long standing difficulties with recruitment which impacts supply. Skills for Care data for 2022/23 shows that there has been an increase in the turnover over of staff within South Gloucestershire from **27%** 2020/21 to **32%** in 2022/23. However, this figure is lower than the Southwest Average of **32.2%** and comparable with our closest neighbouring authorities **31-35%**.

The vacancy rate also increased by two thirds since 2020/21 and remained higher than average at **12.5%** vs a regional average of **9.6%** with our closest neighbours around **9.8%** to **12.7%**. Issues with recruitment are particularly challenging in more rural areas. We worked closely with the market to support recruitment and retention and during 2023/24, reflecting this market investment, we saw a marked improvement in supply of home care.

Theme 1: Working with people

HOW WE WORK

Our strength-based approach focuses on 'what is strong' rather than 'what is wrong' aims to create a new relationship between professionals and people who draw on services. Our goal is always to help people identify their strengths and things that are important to them. This approach is supported by our investment in prevention, reablement, assistive technology, and initiatives such as village agents. We have a range of approaches to understand the needs of our communities and their experiences of Adult Social Care services. These include our; partnership forums, provider networks, community development work, equalities forums, specially commissioned research and direct feedback from people who use services and their families and carers.

WORKING WITH PEOPLE - OUR KEY STRENGTHS

- A strong vision that guides our practice, supporting practice with a strength-based ethos as seen with our adoption of the three conversations model
- Multi-disciplinary Adult Social Care (ASC) teams with the integration of occupational therapy and social work practitioners to advance a holistic and preventative approach to supporting people
- Close working relationships between ASC operational teams, ASC commissioning, housing and community development all within the same directorate under one leadership team
- Ongoing development of our preventative approach including assistive technology, reablement, occupational therapy and our adaptation service to enable people to achieve their goals. We are proud of our personalised approach which has been embraced across the service and is producing benefit for individuals, families and proving cost effective
- Occupational therapy housing role works closely the private sector housing team for disabled facilities grants, sits on the social housing panel and advises on new builds to help future proof
- A small internal domiciliary service provides an emergency community response and supports people discharged from hospital
- Close working relationships with our health and community partners and providers
- A departmental commitment to embedding a trauma informed approach
- Examples of partnership working that support those at risk of poorer outcomes includes the Creative Solutions Board, Prevention Fund, Specialist Housing post.

WORKING WITH PEOPLE - WE AIM TO IMPROVE BY

Put into practice our commitment to the Social Care Future vision, approach, and principles; through.

- Maintaining a focus on inequalities, listening to, and working with those groups who are currently under-represented in our services or who have poorer access or outcomes
- Continuing to improve outcomes for our residents by seeking and acting on feedback from people who draw on services, our partners, and providers
- Improving the availability of performance and outcome data to better enable teams to manage risk and performance and address inequalities
- Developing a strong data with an evidence and research-based approach to practice and service design to support our strength-based practice
- Continuing to build strong foundations with our locality partnership and ICS partners demonstrated through our collaboration on the Community Mental Health Framework, Ageing Well and frailty
- Working more closely in place, building relationships with partners, providers, and communities
- Using the re-procurement of our information and advice platform to listen to the needs of our residents and reflect that in our offer
- Addressing areas of our service, where we have significant numbers waiting e.g. deprivation of liberty safeguards and occupational therapy
- Further embedding our quality assurance practices.

Key statistics

Activity	Encouraging	Need to improve
2,505 average number of assessments completed per month. <i>MOSAIC 2023/24</i>	0 people awaiting allocation on Social Work waiting lists for our three locality teams	935 people on a DoLS waiting list. <i>23/24 Q4 SAB Performance Department</i>
4,832 – people in receipt of services	4.36% of pop. aged 65+ receive long term support 22/23 compared to 5.34% in 2018 (ASCOF)	13% – Adult Social Care fte vacancy level (Q3 2023 – 2024 <i>latest HR dashboard data</i>)

Theme 2: Providing support

THE SOUTH GLOUCESTERSHIRE MARKET

The care market within South Gloucestershire is complex and impacted by several factors:

- Geography – A mixture of urban fringe, market town and more rural areas. With differing impacts on recruitment and retention of staff and the delivery of care (travel, density of business etc)
- General economy – High employment rates impacting on recruitment and retention
- Market economy – A mixture of local and sub regional providers, who are not for profit or focus on the local authority market; national providers who work at local authority rates, including specialists who push for higher fees; a thriving self-funder market focusing on higher fee levels.

The result of these factors had over recent years led to a very expensive offering with supply not meeting demand. In our northern rural areas home care was extremely scarce due to recruitment issues, with a very expensive market offer. During early winter 2022/23 this became marked and spread across much of the county, as it did elsewhere.

Our Commissioning Transformation Programme (CTP), initiated in 2022, is working with commissioners, practitioners, and providers to address these issues. We are now seeing results in our home care market with a strong offer in both reablement and ongoing home care. Given our local context this has required intensive work to ensure the relatively high fees and commissioning approaches are cost effective and delivering improved choice.

We still have much work to do to ensure a full range of provision supports the delivery of our ASC Social Care Futures vision.

PROVIDING SUPPORT – OUR KEY STRENGTHS

- A Commissioning Transformation Programme which has now delivered an overarching commissioning strategy, setting a clear approach to our social care market and provision ensuring our commissioning service can deliver against key priorities
- A shared narrative, and a relationship commissioning approach with our providers concerning the issues affecting our market, which informs our use of additional strategic and funding opportunities
- Commissioning strategy informed by our carers and All-Age Learning Disability Strategies
- Above average CQC ratings for care home and community-based support providers within South Gloucestershire
- Close working relationships and arrangements with our BNSSG health and social care partners
- High rates of direct payments for people accessing adult social care and their carers
- Specific internal support services including Rapid Response, Falls Service, Home to Decide, Alexandra Way Care Home, Cambrian Green Day Centre, assistive technology service

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- Introduction of a new Service Director role responsible for community development, developing links with town and parish councils, as well as the voluntary, community and social enterprise sector to tackle inequalities and listen and respond to the needs of our communities.

PROVIDING SUPPORT – WE AIM TO IMPROVE BY:

- Delivering our Commissioning Strategy, including supporting our market with ongoing workforce issues, increasing our offer of short – term services and increasing local housing and care options for all groups
- Working closely with our information, technology, digital team, and finance colleagues to resolve the Mosaic payment and billing issues that are impacting on the efficient working of our commissioning and brokerage teams and affecting internal recruitment and retention
- Improving our understanding of needs/demands both current and projected on current supply and trends, on equality data, outcomes data, feedback, identified service gaps and research
- Continuing work on fee rates to ensure we balance cost effectiveness and sustainability of our market
- Better understanding about, and engagement with, the self-funder market and people who self-fund their care
- Maximising impact of our ‘preventive’ approach to organisational safeguarding.

Activity	Encouraging	Need to improve	Provider ratings
1,076 hospital discharges supported in 2023. <i>Internal data service</i>	71.8% satisfaction level for people using services. Highest in South West. (ASCOF) 2022/23	83.9% of people who say service made them feel safe. Improving but lowest in South West. (ASCOF) 2022/23	87.5% of care homes rated overall as good or outstanding April 2024. Mean figure for SW ADASS region 78.1% (LG Inform)
4,832 – people in receipt of services (March 2024 – Adult Metrics)	36.5% of social care users receive direct payments. Highest % in South West. Average for South West 24.2% . (LG Inform) 2022/23	11 people waiting more than 90 days for a supported living service. IR21	69.0% of community based locations rated good or outstanding Apr 2024. Mean figure for SW ADASS 64.4% (LG Inform)

Theme 3: Ensuring safety

We have a number of strands of activity to ensure safety and best outcomes for our residents, ranging from a dedicated safeguarding team, working closely with partners and providers and locality colleagues, overseen by the Safeguarding Adults Board. Quality assurance frameworks, processes and procedures across operational and commissioning services are underpinned by our high quality learning and development offer. Collaborative working with colleagues and partners to support individuals with complex needs is strong and benefits from investment via the Prevention Fund to build community resources.

ENSURING SAFETY - OUR KEY STRENGTHS

- First Contact team and Emergency Duty team provide 24 hour, seven day per week access to ASC
- Specialist Safeguarding team, co-located with our First Contact team, providing a hub of expertise for teams and referrers
- Locality enquiries system enables teams to quickly assess risk and react
- In-house Rapid Response team to meet urgent care needs at home
- Specialist SGC CHC team works closely with NHS CHC with oversight of all CHC cases
- Regular discharge and discharge pathway MDT's involving Sirona, CToC and ToC Hubs, H2D, locality teams and commissioning
- Collaborative approaches across Primary Care Network MDTs to ensure concerns are identified in a timely way and are progressed in line with individual needs
- Investment in cross Council and cross partner approaches, such as the Creative Solutions Board and trauma informed practice
- Processes to support practitioners to progress care planning:
 - Joint funding panel and Section 117 panel
 - Creative Solutions Board
 - Urgent authorisation process for hospital and emergency cases
 - Weekly plan evaluation meetings
 - Weekly commissioning and organisational safeguarding huddles to discuss quality issues with providers and agree actions
- Safeguarding Adults Board (SAB) providing clear processes, procedures and guidance and Learning Briefs
- Comprehensive safeguarding training programme for internal and provider staff.

ENSURING SAFETY - WE AIM TO IMPROVE BY

- Embedding a trauma informed approach to our practice
- Better use of contingency arrangements as part of a person’s Care and Support Plan and monitored via our audit process
- Embedding a consistent approach to managing waiting list and overdue review risks across operational and commissioning teams
- Create a clear process and guidance for people moving between teams, services, and local authorities
- Increasing practitioner use of Connecting Care, patient record system
- Understanding the reasons why people receiving services may not feel safe
- Improve links between ASC and mental health at practitioner level
- Ensuring we have an updated holistic ASC plan for managing provider failure
- Create new guidance and process around transitional safeguarding
- Increasing the voice of people with lived expertise on the SAB and improving feedback from people who have experienced a safeguarding investigation
- Improve safeguarding recording and reporting:
 - Recording low level challenges to safeguarding decisions
 - Recording of non-statutory enquiries to enable monitoring of trends
 - Introduce training to ensure more consistency in safeguarding recording
 - Improved recording and analysis of safeguarding outcomes and feedback.

Activity	Working well	Improving
1,226 Adult Safeguarding Section 42 Enquiries in 2023/24. (SAB Performance Report).	2 Safeguarding Adults Review in previous two years with detailed learning briefs.	86% of safeguarding concerns progress to outcome in first 3 days in Q4 2023/24 up from 79% in the previous Q4 (SAB Performance Report)
26% of safeguarding concerns progressed to a Section 42 enquiry in Q4 2023/24. (SAB dashboard)	90% of safeguarding cases in 2022/23 had a decision made within 7 days, 59% on the first day. (SAB Annual Report 2022/23)	70% of people who use services who feel safe 2022/23. 68% in 2021/22. (LG Inform)

Theme 4: Leadership

LEADERSHIP - OUR KEY STRENGTHS

- The Director of Adults, Housing and Community Development remit includes ASC, Commissioning & Housing, and Community Development – this wide remit strengthens links and relationships. Furthermore, SGC has recently invested in our strong and stable leadership team by including our DASS in the Council wide SLT and creating additional service director roles
- A recently adopted resource allocation process has helped deliver balanced budgets for both ASC and SGC in 2023/24
- SGC has Disability Employee, Black & Minority Ethnic and Women staff networks which are funded by the council and supported in person by members of the council SLT
- Close and positive working relationships with lead members, cabinet, and wider council
- Engagement at all levels across the wider BNSSG ICS health and social care system, includes locality ASC teams aligned to health primary care networks, integrated working with health and community partners covering discharges, community, and mental health
- Established and maturing relationships between the Health and Wellbeing Board and Locality Partnership
- An ASC Attraction and Retention Board work plan to improve supply and enhance retention
- Comprehensive structure for disseminating key messages and information. Council and divisional briefings. Managers, performance and team meetings. An annual ASC conference is well established
- A comprehensive learning and development offer. Investment in Research in Practice, with close links with our local university and commitment to the ConnectED project
- Individuals taking regional and national roles – PSW co-chair of the national PSW network.

LEADERSHIP - WE AIM TO IMPROVE BY

- Ensuring individuals are at the centre of all we do – adopting social care future outcomes focused principles, increasing opportunities for co-design and co-production with people accessing adult social care and staff at all levels; in operational practice, system and partnership working
- Embed collection and analysis of quantitative and qualitative data to continually inform and improve our service. Particularly, engaging with people who draw on services
- At all levels to better understand and address inequalities

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- Working to resolve the current dispute between the service and Unison about retention pay and pay for registered social work and occupational therapy practitioners and the impact on employee relations
- At all levels ensuring people have access to the information they need to manage service performance and risk and support best outcomes
- Ensuring and embedding a robust quality assurance process
- Ensuring people and staff have access to up-to-date and accessible policies and procedures
- Creating an ongoing improvement cycle that plans and innovates for the future.

Key statistics

Activity	Working well	Improvement required
3.1% staff turnover rate for the People Department in Q3 2023/24, down from 4.2% Q2 (HR).	72% – overall satisfaction of people who use services with their care & support. Highest in the SW region. (ASCOF) 2022/23	24% of target for audit completion completed in 2023 (EAB).
Two ASC Ombudsman complaints 12 months to April 2024.	4% increase in the number of ASC staff who felt 'I am making a difference through my work' (Council Staff Survey 2023).	3.2 sickness days per FTE in Q3 2023/4 above our target of 2.58 days for ASC & Housing (HR).

Summary

WHAT WE HAVE LEARNT FROM COMPLETING THE SELF-ASSESSMENT - OUR DEVELOPMENT PRIORITIES

We have identified strengths and improvement areas throughout the document. The following summary identifies our areas of core strength and areas for improvement. Our assessment is that building on these strengths and developments will give us the greatest potential to positively impact on outcomes for the communities we serve.

THINGS WE DO WELL AND ARE PROUD OF

Strong directorate structure bringing together ASC operations, Commissioning and Partnership, Housing and Community Development, that enables us to progress our strengths-based approach across our divisional services and more widely across the Department and council, building strong supportive communities.

Strong relationships with other unitary authorities, NHS and VCSE partners in the ICS facilitate effective collaborative working, in particular our strong locality partnership supporting place based joint work. These relationships contribute to improves outcomes across our ICS footprint and positive impacts for South Gloucestershire residents.

Strong relationships with our providers and a clear commissioning strategy supports the codesign of provision across South Gloucestershire that meets current and emerging needs for South Gloucestershire residents in a sustainable way that also provides best value.

Staff judge us to be a **good employer**, we are proud of our investment in career progression for registered and nonregistered staff and our growing pipeline of apprentices. These schemes provide opportunity for our workforce and a pipeline of talent. Our learning and development offer to all staff is strong and valued by staff. Ensuring a skilled and resilient workforce benefits outcome for people who draw on services and our wider community.

Service leaders have **strong relationships with cabinet members** and a voice at the Strategic Leadership table, providing the opportunity to influence council-wide programmes to strengthen community outcomes.

We have many examples of where **we are proud of our operational services**, how they operate and the impact they have; for example, the person-centred approaches of our First Contact team and Assistive Technology Hub.

We have a clear practice model; **3 Conversations** Model which is strengths-based, well understood by teams, and enables us to provide a responsive and creative service that is outcome focused. Our integrated occupational therapy and social work is a real strength, and teams work together well to find best solutions for people.

AREAS OF FOCUS TO IMPROVE OUTCOMES FOR OUR COMMUNITIES

Driving a data and evidence-based culture – more work is needed to ensure staff at all levels have access to the performance and outcome data needed to effectively understand performance and manage risk. More work is needed to ensure decisions at all levels are made on a clear evidence base.

Prevention – focus on influencing and prioritising work to ensure longer term prevention goals and models are maintained and built on, in the context of budgetary and short-term demand pressures.

Workforce – further work is needed to ensure the development and retention of experienced staff across the division. The current pay dispute for social work and occupational therapy roles is having a detrimental impact and the service continues to seek resolution to the dispute. We need to resolve ongoing issues relating to our payment and invoicing systems that distract us from our focus on relationship commissioning.

Inequalities – the Council Plan focus on place and the council Tackling Inequalities plan present the opportunity for the service to renew and extend the focus on understanding and addressing inequalities of access and outcomes across our communities. This work includes developments in quality assurance, embedding a robust approach to collection and actioning of feedback and ensuring to improve outcomes for residents.

Co-production – we have a co-production strategy and a service commitment to Social Care Futures principles; we now need to further embed our vision into ways of working at all levels.

Better outcomes for individuals – ensure continuous improvement in the experience people have of care and support and focus on developing our Home First model, home being the default setting for care. Continuing a shift away from bedded care and further develop our offering of short-term services to increase independence and confidence.

Authors – ASC Commissioning, Housing and Partnerships and Community Development Leadership Teams.



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