

Adult Social Services Review Panel

Meeting held on Wednesday, 26 June 2019 at 5.30 pm in F10, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Jane Avis (Chair);

Councillors Margaret Bird, Janet Campbell, Pat Clouder and Yvette Hopley

Also

Present: Nick Sherlock (Head of Adult Safeguarding and Quality Assurance)
Richard Eyre (Head of Innovation and Change)
Rachel Soni (Director of Alliance Programme)
Valentine Nweze (Interim Service Manager)
Tariro Chivende (Experienced Social Worker)
Nicola Buckley (Experienced Social Worker)

PART A

21/19 Apologies for Absence

Apologies for lateness were received for Councillor Clouder.

Apologies for absence were received for Guy Van Dichele (Executive Director for Health, Wellbeing and Adults).

22/19 Minutes of the Previous Meeting

The minutes of the meeting held on 24 April 2019 were agreed as an accurate record, with the following amendments:

- 1) Item 15/19 - Addition of the follow up report from Director of District Centres and Regeneration arising from the Special Sheltered Housing Item.
- 2) Item 15/19 – Page 2, Paragraph 1 – Correction: “The Panel heard that seven of these sites were run by Care UK, who had subcontracted to London Care”. This previously stated six sites.
- 3) Item 15/19 – Page 2, Paragraph 4 – Amended to reflect the whole Panel’s endorsement of moving all sites from ‘Good’ CQC ratings to ‘Outstanding’.
- 4) Item 15/19 – Page 4, Paragraph 4 – Addition of the line “The Panel raised concerns about whether it might be more beneficial for mental health patients to receive care in hospitals, or through the South London and Maudsley Trust”.

23/19 **Disclosure of Interests**

There were none.

24/19 **Urgent Business (if any)**

There were no items of urgent business.

25/19 **Adult Safeguarding Practice**

The first Experienced Social Worker introduced themselves, and informed the Panel that they had worked in the council Children's department for three years before moving to the Adults team, and went through the details of the first case study.

The case study concerned a 90 year old resident (Resident A). This had been a complex case which involved the challenges of meeting Residents A's wishes while dealing with issues of mental capacity and dementia, which had led to a decline in health. This case had been subject to an application to the court of protection, as the challenges had needed a legal framework.

In response to questions from the Panel about what could have been done to maintain Resident A's independence, Members heard that the court could have listed the case and responded faster. Members acknowledged the difficulties in dealing with cases of hoarding, with experience of residents hoarding in their wards. A Member informed the Panel that work had been done with the Head of Public Protection to negotiate with fire services and get houses cleared while avoiding the courts, and suggested this for future cases. Members agreed that residents admitted to care homes could become institutionalised very quickly, and queried what other options, such as assisted living, had been considered to help Resident A maintain independence. The Panel learned that other options had been considered.

The Head of Adult Safeguarding and Quality Assurance highlighted the complexity of the case, with Resident A having the capacity to state that he did not want his family involved, and the difficulty of deciding when to proceed as normal and when to involve the courts. Involving the courts did not always improve the situation, as all decisions then had to go through the court process which reduced flexibility and the ability to manage the case.

Resident A had two social workers (one from the locality team and one from the safeguarding team) and had a good relationship with both; however, he would not take advice from either. The environmental team had talked to Resident A following complaints from neighbours about flies, but he would not let them into the property for an assessment.

In response to questions about how common this kind of case was, the Interim Service Manager stated at the last Croydon Vulnerability and Risk Management Panel they had attended there had been six cases, and five of these had concerned self-neglect or hoarding. The Breakthrough counselling Group Project (discussed at the January 2019 meeting of the Panel) had been helping residents identified with hoarding tendencies in collaboration with Mind. The Head of Adult Safeguarding and Quality Assurance informed the Panel that funding for this project over three years had been secured. In response to queries from the Chair about the limited number of residents who could participate at once, and the waiting list to join, Members heard that the approach had been to develop a variety of options to help those struggling with hoarding, such as work done with Clouds End, to ensure responses were as effective as possible.

When asked whether court cases often took this long to progress, Members heard that it varied, with a case that had been referred to court recently only taking a number of weeks. The Head of Adult Safeguarding and Quality Assurance explained that normally only ten cases went to court a year.

The Chair praised the work done on the case, and stated that they were heartened that ultimately Resident A was able to make choices about his care, to the extent which he was capable. The Chair stated it was difficult to know who was right in these cases, but appreciated that social workers did everything in their power to allow Resident A to make decisions.

The Head of Adult Safeguarding and Quality Assurance informed Members that there had been a multi-agency audit of self-neglect cases and the relationship with the Legal department had improved. There had been participation with huddles throughout the borough.

The second Experienced Social Worker introduced themselves, and informed the Panel that they had joined the council in 2008 as an assistant care manager; they had been sponsored to do social care training and had qualified in 2014.

The case study concerned a man with multiple disabilities (Resident B), requiring 24 hour care. Resident B had been living with their mother, younger brother and younger sister in a council property. Resident B had attended a specialist school. A referral had been received over concern of neglect, and the case had been referred for a Section 42 Enquiry.

There had been concern about neglect and the mental health issues of the mother. The situation had come to a crisis and the mother had been admitted to hospital, and had later been sectioned. Resident B was also taken to hospital, as they were found to be unwell; Resident B's brother had been taken into foster care. This left a vulnerable 18 year old young person in the household who, in theory, did not meet the statutory criteria of either children's services or adult social care. This person was also in the middle of their A levels.

After exploring a number of options, a place with a family with children of a similar age had been found through Shared Lives. The sister had been supported in applying to university and for grants to cover full time accommodation for the duration of their studies; there were fears that if the mother had been discharged she would have prevented the sister attending higher education.

The Chair praised the work done for the young person, and for not letting her fall through the cracks; the Chair stated that the cracks should not be there, and that work done with a multiagency and locality approach would help to close these.

The second Experienced Social Worker stressed that there had been a lot of consideration as to whether the response had been proportional, but that it had ultimately been felt that actions had been taken in everyone's best interest. The multiagency response had been important and had a great impact.

Members agreed that the case had been very complex.

26/19 **Adapt Programme Update**

The Head of Innovation and Change introduced the item, and reminded Members that this would be the third update on the Adapt programme. The last update to the Panel had been in June 2018, and this report covered the 12 months following.

There had been some delay in implementing the new e-marketplace, although through the new Croydon Digital Service, the issues were being resolved. In response to questions about the timeline for completing this work, the Panel heard that the target had been November 2019, with testing on the e-marketplace, information and advice and community directory taking place in September 2019. It was planned to be a 'one-stop shop' for services, and Members would be shown how it worked to enable them to help residents.

There had been an improvement in provider engagement events, which had been attended by over 200 different suppliers. A key intention discussed was, where appropriate, to enable more people to live in supported accommodation, rather than unnecessarily being placed in residential care. Forecasts had suggested there needed to be an additional 280 units of supported living stock before 2024, and work would be done to figure out how best to deliver this; 38 units had been secured since June 2018.

Members learned that a consultation on a new Direct Payments policy had begun, and residents could give their views and get involved at the following link: www.croydon.gov.uk/directpayment_consultation. Carers, families and residents had been encouraged to engage with the consultation.

A Virtual Wallet system had been procured for direct payments, and would allow users to buy care and support services. The advantage of this would be that providers could be paid faster, which the market had been responding to. Testing would be done with managed accounts first, before being rolled out to the remaining direct payment users.

Members expressed concern about direct payments, with many elderly people not being online or using emails. Members had witnessed multiple launches of other direct payment schemes, and stated this caused them some scepticism in regard to this one. The Head of Innovation and Change responded that direct payments user groups, amongst other service user groups, had already been engaged following an equality impact assessment, and would continue to form a key element of the user testing for the virtual wallet before it went live. All direct payment users had been written to asking for comments on the current direct payments policy.

Following this, Members discussed whether the programme had engaged widely enough with the public on consultations, and cited the new charging policy engagement. Members were concerned that the letters that had been sent had discussed removing a subsidy, without enough information on what it meant for them, which had caused some residents to panic, as the communications had not kept the audience in mind. The Chair responded that a review of the letters would be undertaken, to ensure that they would be properly tailored to vulnerable people.

Members felt that there had not been enough engagement with the Croydon Adult Social Services User Panel, and that there had been a lot of concern from residents, some with dementia, over the new charging policy. Members stressed the importance of engaging with the right people, and for making it personal with engagement from family members or carers. Regarding the charging policy, the Head of Innovation and Change agreed to make sure phone numbers and email addresses were available to the affected residents.

The Head of Innovation and Change highlighted that direct payments were not being forced upon service users, with managed accounts and other support services still in place to reduce risk; it was agreed that the availability of telephone and in person contact was important. The council would also be going to the market for a Croydon adult support service, to work with current Personal Assistants, to develop new ones, and to support people who wanted to use direct payments for employing a Personal Assistant. There would be a Personal Assistant register on the e-marketplace and through direct payments, but also information and advice through the Croydon adult support service.

The Cherry Hub had been opened, and would be used as the benchmark for Active Lives, with the Autism Service located separately next door. The Hub would deliver sessional services on life skills and employability; the Brit School and National Autistic Association had been involved, and some users had been linked up with the Croydon Voluntary Services.

A new Outreach Service would be available from July 2019 to help move service users out of day services, where appropriate; the Transitions Team would be involved, and the service would help to move residents to supported living and teach them life skills.

Liquid Logic would be implemented by autumn 2020, with the aim of providing an improved client record system, and supporting health and care to achieve an integrated care system. This would link in with Community Led Support, and ensure the council had access to quality practice and data to direct services and workforce development. In response to questions from Members about whether Liquid Logic would integrate information from Croydon Health Services, the Panel learned that data from the health information exchange would be used to allow these systems to talk to each other. Members expressed frustration that the data from Liquid Logic was not as granular and informative as it could be, and learned that the localities work being done would assist in correcting this, and that a new financing system would feed data into the system to show how budgets should be split. The building blocks for achieving more detailed data were in place, and should produce the desired results soon.

Exit plans were being made from the current Special Sheltered Housing contracts, with the option of bringing this service back in-house being considered. This had been in the business planning stage.

The Panel praised the volume of work taking place, but queried what difference service users and residents would experience in their interactions with the council. The Head of Innovation and Change responded that in the past there had been a fractured service with many different teams who did not always communicate with each other, and these had been restructured into the Croydon Adult Support Team to start reflecting the Multi-Agency Safeguarding Hub (MASH); this would be part of the whole family approach and the work to provide a local offer.

Talking points in the Thornton Heath locality innovation site, which included social care, welfare benefits advice and local voluntary colleagues, had been available at Parchmore Church on Mondays and Thursdays as part of community led support; lessons learned here would be taken to the next locality site to see if they were effective in other localities. This would show the value of testing models in the community.

The Director of the Alliance Programme informed the Panel that there were plans to add a section to reports on 'what it meant for Doris'. There was acknowledgement that more engagement could be done across health and social care, and that the market for direct payments users needed to be developed.

Members reported incidents of residents not being able to get through to the right services when contacting the council by phone, and heard that there would be a dedicated line, with an emergency team on duty after 16.00. There would be efforts to ensure that staff were logged into their phones, and to

promote longer phone calls which could gather more information and result in more actions taken. Members heard that there would be an effort for that same people to stay in touch with the resident, and that the good conversation model, along with localities and community led support, would reduce waiting lists and improved outcomes for people. The Head of Adult Safeguarding and Quality Assurance added that there had been a day in Thornton Heath where the waiting list had been zero, and Members noted that there had been a drop in GP waiting lists.

Members queried whether locality work had only been undertaken in Thornton Heath, and learned that this was the pilot site for community led support, but that the older peoples workforce had been restructured across all six localities, and that the wider disability service would be, where appropriate, restructured to the model. Once the community led support pilot had proved successful, it would be introduced across the other five localities. The Chair commented that the evidence from the sites where locality work had begun indicated that these projects would be successful.

27/19 **Croydon Adults Peer Review**

The Director of Integration and Innovation introduced and summarised the report, which provided a progress update on the 'Borough Feedback' recommendations presented to Full Council in July 2018; these emerged from the June 2018 London Association of Directors of Social Services (ADASS) 'Use of Resources' peer review.

Members praised the work being done, and commented on how well projects seemed to be integrated, with everyone on the same page. The Panel queried how demand would be managed and how commissioning could be done where there was not enough supply to meet the demand, referring specifically to nursing staff, supported living stock and dementia support. The Panel queried whether this had been apparent during the Dynamic Purchasing System consultation.

The Director of Integration and Innovation responded that lessons had been learned from One Croydon, which had a good model, but which struggled to recruit to all its positions as the staff had not been there. Creative work had been undertaken to look at different types of roles and to link services together, with the example given of a hybrid role that had been made to appeal more to GPs. The possibility of pooling budgets would be looked into. Work to secure accommodation had involved looking at strategic partnerships, and utilising the alliance whilst building relationships with registered providers. There had been improvements to the workforce strategy, and new HR procedures would be implemented, alongside increased staff engagement.

Members commented that a recent Scrutiny Health & Social Care Sub-Committee meeting had revealed that Croydon Health Services (CHS) had been struggling to recruit to some roles, which could lead to patients being

discharged too soon, which would undermine the work of One Croydon. The Panel learned that the CHS director had set up a workforce committee that they had been keen for the council to participate in. Council and CHS HR had worked together, and would produce a shared workforce plan to aid recruitment and staff retention. It was also hoped that the cultures of the two organisations could be aligned. It was not possible to increase things like nursing supply, but it would be possible to make Croydon an appealing place to work. The Chair reminded the Panel that the social workers who had completed their assessed and supported year in employment (ASYE) and who had spoken at the Panel in January 2019 had fed back that the support they had received in Croydon had made them want to stay, despite not being local, and this was evidence that this could be achieved. The new way of working in Croydon had been attracting new staff, but it was understood there were still shortages of supply for some roles.

In response to queries from Members about the impact of moving to an all age model, the Panel heard that development through the locality development programme needed to continue to ensure a bespoke offer for residents.

28/19 Exclusion of the Press and Public

The following motion was moved by Councillor Bird and seconded by Councillor Hopley to exclude the press and public:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

29/19 Minutes of the Previous Meeting

The Part B minutes of the meeting held on 24 April 2019 were agreed as an accurate record.

30/19 Adult Safeguarding in Croydon

The Panel received an update on Adult Safeguarding in Croydon.

The meeting ended at 7.45 pm

Signed:

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Date:

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