

Leading for Better Outcomes Community Impact Assessments

Community Impact assessments (CIAs) are intended to record how you have taken account of the following essential areas within your proposal;

- The County Council Strategic Priorities
- Public Sector Equality Duty
- Health inequalities
- Rural issues
- Social Value Act
- Climate change

The Community Impact Assessment is a guide to help you think about statutory obligations and good practice, whenever there is a change to a service or function, i.e. a review or a new service development. The answers to these questions need to include a careful exploration of how the change will impact on communities (in its wider sense), including its implications for tackling health inequalities and how it will address rural issues.

Community Impact Assessments should not be approached as a “tick box” or a one-off exercise at the end of the preparation of your proposal. The intention is to show how the analysis/findings have influenced the shaping of the proposal and the subsequent outcome.

See guidance note and frequently asked questions for further information.

Name of proposal: Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016
State here which of the County Council priorities the proposal will deliver against: This proposal will deliver against the following 3 County Council priorities <ul style="list-style-type: none">• In Staffordshire's communities vulnerable people are able to live independent and safe lives, supported where this is required;• Staffordshire is a place where people live longer, healthier and fulfilling lives;• Staffordshire's people are involved in shaping their quality of life.
Project lead: (s) <ul style="list-style-type: none">• Martin Samuels – Commissioner for Care• Amy Jones – Head of Care Market Development
Names of other officers involved <ul style="list-style-type: none">• Nominated officers e.g. Legal, HR and Comms
Date: 23/10/13

Executive summary of the assessment

Nationally and locally, we are facing challenging times in ensuring everyone experiences excellent quality care services; that genuinely meet individual's needs in a personalised way. Addressing these challenges needs to be undertaken in the context of a difficult financial environment of rising costs, set against the backdrop of a global economic downturn that has constrained resources of both central and local Government. Local authorities must therefore ensure they are making best use of their available resources, whilst truly understanding what local communities want and ensure we are able to meet the increasing demands on care services without compromising on quality and striving for excellent quality.

In 2012 Staffordshire County Council published the '*Green Paper for a Revolution in Care Quality*'. The paper set out a vision for a revolution in care quality to build on the previous strategy and demonstrate our commitment to strive for continuous improvement. Above all, the Green Paper aimed to establish a culture of 'zero tolerance' of poor quality. Over 1000 people across Staffordshire responded to the consultation.

The Green Paper consultation helped us to begin to better understand how we can continue to improve quality. It asked those taking part to give their views on a number of areas including:

- Defining what quality means
- How we should reward excellent quality and tackle poor quality
- Whether a set of clear quality standards should be developed so everyone is clear on the level of quality they should expect and be clear what they can do if they are not happy and
- A number of specific proposals put forward to drive a step change in care quality

Analysis of the findings from the consultation highlighted the following key recommendations:

- There is a need to raise expectations of the quality of social care. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
- *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback
- Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
- *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
- *Better information* — about what services and support are available and how people can access them

In response to our original 'question' and what people told us as part of the consultation we have developed a 'Care Quality Compact' with our CCG Commissioning partners and our own Staffordshire County Council Care Quality Strategy. Our strategy not only responds to what people told us as part of the consultation, it also sets out action we are taking in response to changes in legislation and the outcome of a number of recent inquiries; most notably The Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry chaired by Sir Robert Francis.

The results of the engagement activity have informed our understanding of wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of this CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy.

The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, disability, gender, race, religion or beliefs or sexual orientation.

The outcomes of the intended proposals are that all people who use care services in Staffordshire now and in the future will experience excellent quality care services, regardless of the service; will have the right information to know how to access services and are empowered to have more choice and control when choosing their care services as they have information about the quality of local services.

The proposal encompasses identified priorities arising from an analysis of what people told us as part of the consultation.

The priorities are clearly reflected in the Compact, strategy and implementation plan.

Ultimately success will mean that people that use services regard them as excellent and they feel they always experience excellent quality services that meet their needs fully in a personalised way.

We will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analysis intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within the strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale and to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

Signature Amy Jones – Head of Care Market Development.

Stage 1: What is the question?

How can we ensure that the people of Staffordshire receive excellent quality care services?

Nationally and locally, we are facing challenging times in ensuring everyone experiences excellent quality care services that genuinely meet individual's needs in a personalised way. Addressing these challenges needs to be undertaken in the context of a difficult financial environment of rising costs, set against the backdrop of a global economic downturn that has constrained resources of both central and local Government. Local authorities must therefore ensure they are making best use of their available resources, whilst truly understanding what local communities want and ensure we are able to meet the increasing demands on care services without compromising on quality and striving for excellent quality.

Our success in meeting this challenge in Staffordshire relies on our ability to understand what quality means to people that use services, what types of services best meet the needs of our local community and ensure we do not waste money on services that are neither of a good quality or are unable to meet peoples needs in the way they want them to. Also, we cannot assume that the challenges we will face tomorrow will be the same as the challenges we face today, so in planning for the future we must anticipate a wide range of issues and further challenges.

Staffordshire County Council has always placed a real emphasis on the importance of excellent quality services for the citizens of Staffordshire; in a marketplace where people have real choice and control over the services they use. A huge number of initiatives have been implemented over the last 5 years striving to ensure that the delivery of excellent quality is central to everything we do. We want to continue to strive to improve quality whilst ensuring people's experiences drive future initiatives and help us bring about a revolution in quality in Staffordshire.

Public concern regarding the quality of health and social care services is also high as a result of a number of recent enquiries and media reports. Cases have highlighted examples of poor care and abuses, causing widespread concern about the quality of care people are receiving both locally and nationally.

Staffordshire County Council is responsible for commissioning a considerable number of services from the care marketplace each year. We currently spend around £93 Million every year on care services in the local economy for Staffordshire people. It is therefore not only a priority to improve the quality of services to ensure people experience excellent quality but also to ensure Staffordshire is receiving good value for money.

In 2012 Staffordshire County Council published the '*Green Paper for a Revolution in Care Quality*'. The paper set out a vision for a revolution in care quality to build on the previous strategy and demonstrate our commitment to strive for continuous improvement. Above all, the Green Paper aimed to establish a culture of 'zero tolerance' of poor quality. Over 1000 people across Staffordshire responded to the consultation.

The Green Paper consultation helped us to begin to better understand how we can continue to improve quality. It asked those taking part to give their views on a number of areas including:

- Defining what quality means
- How we should reward excellent quality and tackle poor quality

- Whether a set of clear quality standards should be developed so everyone is clear on the level of quality they should expect and be clear what they can do if they are not happy and
- A number of specific proposals put forward to drive a step change in care quality

Analysis of the findings from the consultation highlighted the following key recommendations:

- There is a need to raise expectations of the quality of social care. This 'standard' needs to be clearly communicated to Staffordshire residents.
- The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care.
- Four key areas were highlighted as specifically needing improvement:
- *Listen to people who services* — this should be regular, systematic and used to inform commissioning and decision making. There is a need to review current mechanisms for service users to give feedback
- Improvements in the *Health and Social Care Workforce* — this included staffing levels, training, professionalism and ensuring that wherever possible caring staff remain consistent
- *Personalisation* — service users must be at the centre of their care plan and feel they have control over the support they receive
- *Better information* — about what services and support are available and how people can access them

In response to our original 'question' and what people told us as part of the consultation we have developed a 'Care Quality Compact' with our CCG Commissioning partners and our own Staffordshire County Council Care Quality Strategy. Our strategy not only responds to what people told us as part of the consultation, it also sets out action we are taking in response to changes in legislation and the outcome of a number of recent inquiries; most notably The Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry chaired by Sir Robert Francis.

The Staffordshire Care Quality Compact demonstrates that Commissioners of Health and social care services across Staffordshire are serious about improving the quality of care; to ensure people experience excellent quality services and outcomes. The provision of excellent services to the most vulnerable people in Staffordshire sits at the heart of our ability to safeguard our citizens.

The Compact provides the background and context in which we have developed Staffordshire's Care Quality strategy which should be read in conjunction with the strategy. The Compact sets out legislative changes, the outcomes of a number of recent inquiries and the Green paper consultation, all of which bring about an urgent need for health and social care partners across Staffordshire to work together to improve the quality of care. It also sets out the vision and principles under which the Compact will operate, ensuring the development of partners' individual strategies and implementation plans demonstrate how organisations will take responsibility for improving quality and how we will work together to achieve excellent quality.

The Strategy sets out how the County Council will deliver on the vision and principles of the Compact, respond to the results of the Green paper consultation in full and meet the new duty placed on local authorities nationally to ensure a diverse, quality care marketplace. A detailed implementation plan will form part of the strategy which will set out the action we are undertaking to implement proposals in the green paper and beyond.

Those who are intended to benefit from the implementation of this Compact and strategy are current and future users of care services in Staffordshire.

Stage 2: Knowing your customers/communities: it is important to understand the impact your proposal will have on communities, in relation to the following considerations. This is the opportunity to explore the issues – you may or may not at this point be discussing specific changes/actions although exploration of impact is easier if there are some options available to inform/start the debate.

(1) Equality Considerations:

Across Staffordshire, people that use care services encompass people with a diverse range of characteristics, including age, disability, gender, race, religious beliefs and sexual orientation.

A widespread public consultation was undertaken resulting in over 1,100 people giving their views. A mixed method approach was taken to ensure that the consultation reached as many of Staffordshire's residents, as well as professionals working in the social care sector, as possible. The following consultation routes were established:

- Online survey aimed at Service Users/Public—including an Easy Read version
- Online survey aimed at Providers of social care services
- Online survey aimed at Commissioners of social care services
- Face-to-face completion of survey with Service Users/Public—undertaken by Engaging Communities Staffordshire (ECS) and its Provider Network
- Focus groups with Service Users/Public—undertaken by ECS and its Provider Network
- Focus groups with Providers/Commissioners—undertake by the Joint Commissioning Unit

The services which respondents had most experience of were day opportunities, assisted technology in the home and home care. Those who had experience of all three of these services were far more likely to be over the age of 50. Respondents to the Easy Read survey were far more likely to class themselves as disabled (59%) and these respondents were more likely to have experience of certain types of care, with day opportunities being used by 56% and care and support at home being accessed by 41%. Respondents over the age of 50 were far more likely to have experience of care and support services. Throughout the consultation process, Engaging Communities Staffordshire spoke to a large number of service users with stories to tell.

The results of the engagement activity have informed our understanding of wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of this CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy.

The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, disability, gender, race, religion or beliefs or sexual orientation.

The specific activity we plan to undertake as part of the new quality strategy are set out in a detailed implementation plan; some examples of activity included in the implementation plan are:

- Embed the insight from people who use care services to inform our approach by developing a detailed understanding of wider community needs, so that we offer appropriate services in the right ways, to the right people, in the right places and at the

right time to ensure: Commissioning decisions are always informed by insight from what people have told us and that services commissioned clearly reflect the needs of Staffordshire people.

- Embed an agreed set of quality standards for commissioning activity at all levels across the county council, with partners and Clinical Commissioning Groups, to create a robust care quality charter for Staffordshire; so commissioned services are clear on our expectations of quality and the standards they must meet.
- Improve the amount of information made available to help people make informed decisions about what services to choose.

It is not envisaged that the changes proposed in the Compact and Strategy will affect anybody that uses care services in an adverse way. The main driver for these changes is to create better opportunities for all to empower people with more knowledge and control, a real voice and to reduce disadvantages people may currently experience.

Useful resources: Community Engagement

Website: <http://www.intra.staffordshire.gov.uk/ppp/communityengagement>

Consultation Database: <http://www.intra.staffordshire.gov.uk/ppp/communityengagement/db/>

Community Engagement Framework:

<http://www.intra.staffordshire.gov.uk/ppp/communityengagement/strategy/>

Contact: Katharine Dowson (Interim Corporate Community Engagement and Consultation Manager). Tel: 01785 854267

Email: katharine.dowson@staffordshire.gov.uk

(2) Rural considerations:

Will the proposal affect services that currently exist in rural areas?

No

Could the proposal be delivered through an existing service outlet?

N/A

Might the proposal affect travel needs or the cost of travel for rural communities?

No

Does the proposal rely on communicating to end users?

Yes – a detailed communications plan will be developed with Communications to ensure a broad reaching campaign is developed to raise awareness across Staffordshire.

Might the proposal be delivered through a third-party?

N/A

Does the proposal rely on existing infrastructure (e.g. broadband, mobile connectivity, main roads, utilities) for delivery?

N/A

Rural County Key Contact: Hilary Foxley, Rural Development Officer: Tel: 01785 895524

Email: hilary.foxley@staffordshire.gov.uk

Further information: [Staffordshire County Council Rural Proofing Checklist](#)

Useful resources: Performance management framework

<http://www.intra.staffordshire.gov.uk/ppp/performance/performanceframework/>

(3) Health considerations:

The proposals aim to improve the quality of care services for people including vulnerable adults through the provision of better quality care services and better information and support to access care services.

The Compact and Strategy supports the realisation of the Staffordshire Health and Wellbeing Board's Joint Health and Wellbeing Strategy for Staffordshire – 'Living Well in Staffordshire'.

Useful resources

[Frequently asked questions.](#)

Wider determinants of health

<http://www.intra.staffordshire.gov.uk/equality/impact/The-Wider-Determinants-of-Health.pdf>

Health Screening Assessment 2010

<http://www.intra.staffordshire.gov.uk/equality/impact/Health-Impact-Assessment.aspx>

Key Contact:

Marc Neeld, Health Development Officer – Staffordshire Public Health. 01785 278290.
marc.neeld@staffordshire.gov.uk

(4) Climate change implications

	Question	Answer
1	Business mileage by officer or;	NO
2	Mileage of our badged fleet or;	NO
3	Mileage under contract (e.g. taxis or;	NO
4	Fuel use in our building or other infrastructure (e.g. street lighting) or;	NO
5	Fuel use in the building or on the sites of private sector contractors delivering a service on our behalf or;	NO
6	Waste generated in the workplace	NO
7.	Other	NO

Visit the Climate Change webpages at: www.staffordshire.gov.uk/climatechange/ for further information.

Stage 3 – Define the outcomes & priorities

The outcomes of the intended proposals are that all people who use care services in Staffordshire now and in the future will experience excellent quality care services, regardless of the service; will have the right information to know how to access services and are empowered to have more choice and control when choosing their care services as they have information about the quality of local services.

The proposal encompasses identified priorities arising from an analysis of what people told us as part of the consultation.

The priorities are clearly reflected in the Compact, strategy and implementation plan.

Stage 4: What will it look like?

Success will mean we have successfully delivered against and continue to deliver the value and principles of the Compact and that all the activity detailed within the strategy implementation plan is delivered within timescale.

Ultimately success will mean that people that use services regard them as excellent and they feel they always experience excellent quality services that meet their needs fully in a personalised way.

We will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analyse intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within the strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale and to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

Stage 5: How will you get there?

'How we need to get there' and timescales are set out in detail within the Strategy and implementation plan, which reflects a holistic analysis of the data, consultation, intelligence gathered to develop the strategy.

We will continue to engage fully with partners and wider stakeholders

Stage 6: Measuring the impact

As set out in the previous section we will monitor the impact of delivery by continuing to engage with people that use care services via a variety of platforms - including established engagement mechanisms as well as further, wider public consultations. We will also continue to collect, collate and analysis intelligence we gather around the quality of services and people experiences and ensure these continue to drive up quality improvements.

Timescales for delivery as detailed within he strategy implementation plan.

A working group of key council officers and stakeholders will continue to meet on a regular basis to monitor activity and delivery against timescale ad to monitor how well partners are delivering against the Compact and to agree mechanisms by which this will be scrutinised.

Publication

- During the development of the proposal, the CIA will evolve and be updated.
- The PSED requires public bodies to publish how the Equality Act 2010 is being met. The CIA should be a key piece of evidence.

Therefore, please advise whether the CIA can be published (placed on the Staffordshire WebPages for public viewing), tick which applies;

Yes, ok to publish	
Not just yet; await further instructions	x

The Equalities Team will quality-assure some CIAs, particularly those completed due to major service changes. It is important to note that the Equalities Team will not have the intricate knowledge about the service/policy, and therefore any feedback provided is general advice and not instructions per se.

Please return copy of the CIA to the county's Equality Team
Rashida Gilkes
Communities & Equalities Policy manager
Tel: 01785 276821
rashida.gilkes@staffordshire.gov.uk

Suzanne Jenkins
Communities & Equalities Policy Officer
Tel: 01785 854553
Suzanne.jenkins@staffordshire.gov.uk

Once you have a completed your CIA you will need to complete this précis for all Cabinet and Cabinet member delegated decisions.

Name of Policy/Project/Proposal: Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016
Responsible officer: Amy Jones – Head of Care Market Development
Commencement date & expected duration: December 2013 – December 2016

	Impact Assessment	
	+ve/neutral/-ve	Further information [Degree of impact and signpost to where implications reflected within the report/main Assessment]
Assessment next to Outcomes and impact areas		
Prosperity, knowledge, skills, aspirations	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Living safely	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting vulnerable people	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting healthier living	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Highways and transport networks	neutral	
Learning, education and culture	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Children and young people	neutral	
Citizens & decision making/improved community involvement	positive	Please see full CIA, draft Compact, Strategy and Implementation plan
Physical environment including climate change	neutral	
Maximisation of use of community property portfolio	neural	
Impact on rural areas		
Equalities impact		
Age	positive	Please see 'Equalities considerations' section of the full CIA
Disability	positive	Please see 'Equalities considerations' section of the full CIA
Ethnicity	positive	Please see 'Equalities considerations' section of the full CIA
Gender	positive	Please see 'Equalities considerations' section of the full CIA

Religion/Belief	positive	Please see 'Equalities considerations' section of the full CIA
Sexuality	positive	Please see 'Equalities considerations' section of the full CIA
	Impact/implications	
Resource and Value for money	Neutral – within current resources	
Risks identified and mitigation offered	N/A	
Legal imperative to change/implications (including the Social Value Act 2012)	.N/A	

Author: Amy Jones – Head of Care Market Development

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Key messages;

- All the factors that you are asked to consider as part of compiling your CIA are important and expected to shape your proposal. Without this consideration your proposal will not be as complete or effective as it might be and may be open to a successful challenge against its introduction.
- A more recent consideration to be added is in respect of the County Council's statutory obligation to meet the Social Value Act 2012. If the proposal you are undertaking involves procurement the requirements of the legislation **must** be addressed within the proposal. See Social Value Act 2012 guide on our intranet pages.
<http://www.intra.staffordshire.gov.uk/equality/impact/CommunityImpactAssessment.aspx>
- The template alone will not stand up to public challenge or a judicial review, particularly where equality issues are concerned. Therefore, it is important to show how the analysis has shaped the core body of the proposal and how it has influenced decisions.

Help with CIAs:

Rashida Gilkes & Suzanne Jenkins (Equality considerations)
Hilary Fox (Rural considerations)
Marc Neeld (Health considerations)

Useful resources:

Staffordshire Observatory
Community Engagement Framework
CIA guidance notes and Frequently Asked Questions
Social Value Act 2012 public sector guide