

STAFFORDSHIRE ADULT SOCIAL SERVICES PEER REVIEW RECOMMENDATIONS & IMPROVEMENT ACTIONS

Recommendations	Actions	Lead Officer	Delivery Date	Progress Update (October 2017)
R1 Condense the broad range of priorities and strategies and create a vision for adult social care	As part of the business planning process for 2017/18 we will be developing a consolidated adult social care “plan on a page” which will be made available to staff across all delivery organisations.	Andy Sharp	April 2017	COMPLETED The plan on a page has been developed as part of the programme approach within Health & Care and has been presented to staff across all delivery organisations through away day and conference sessions held across the county.
R2 Ensure everyone has smarter, clearer information about change supported by a communication plan.	A roadshow for staff delivering adult social care responsibilities will be developed and delivered for 2017/18 to ensure a shared understanding of the social care agenda.	Richard Harling	July 2017	COMPLETED Away day and conference sessions have been held across the county.
	A communications strategy is to be developed to ensure that we optimise opportunities to engage with staff across the adult social care delivery landscape.	Richard Harling	May 2018	IN PROGRESS A strategy is currently being developed through a series of staff working groups developed following the away day and conference sessions.
R3 Review safeguarding thresholds and pathways to ensure risk and responsibility is consistent and more effective	The findings of the Peer Review in respect of the Safeguarding Agenda are to be presented to the Staffordshire & Stoke Safeguarding Adults Board with a clear expectation that these partnership issues will be addressed.	Stuart James	June 2017	COMPLETED The findings of the review have been presented and discussed with the Safeguarding Adults Board.

	<p>The Council will develop training for the Probation service in respect of eligibility for care support for offenders to manage the volume of activity within SCC; this will improve outcomes and reduce inappropriate cost apportionment.</p> <p>As part of the targeted programme of reviews within IF all learning disability cases that the Council have picked up through MAPA will be evaluated to ensure appropriate use of eligibility and to test that outcomes are being delivered in the most cost effective manner.</p>	<p>Jo Sutherland</p> <p>Terri Wolfrey</p>	<p>August 2017</p> <p>September 2017</p>	<p>DELAYED UNTIL OCTOBER 2017</p> <p>Work in this area has been delayed until the recently appointed Statutory Services Lead & PSW joins the organisation in October 2017.</p> <p>IN PROGRESS</p> <p>Due to delays in the ability to implement structural changes within the Adult Learning Disability Team (formally IF) due to corporate issues, progress in this area is slower than had been anticipated. However resources have been allocated to take this work forward as part of a programme of review activity to be completed this year.</p>
<p>R4 Undertake a full risk assessment of the brokerage model to ensure sufficient quality and capacity for care provision.</p>	<p>The revised adult social care pathway has been presented to manager and staff within SSOTP and arrangements for brokerage are now well understood.</p> <p>Guidance in respect of the assessment and case management process has been developed to support the pathway and will be made available to all staff.</p>	<p>Nick Bowyer</p> <p>Nick Bowyer</p>	<p>Complete</p> <p>April 2017</p>	<p>COMPLETE</p> <p>COMPLETE</p> <p>Guidance has been circulated and is regularly updated.</p>

	<p>A mechanism to support the management of change in respect of assessment and case management within partner organisations is in place and will be enhanced further in 17/18.</p> <p>Capacity modelling for brokerage has been undertaken and resources allocated accordingly however mechanism are in place to test effectiveness post “go live” linked to governance arrangements that will allow for corrective steps to be taken as required.</p>	<p>Amanda Stringer</p> <p>Bev Jocelyn</p>	<p>June 2017</p> <p>Complete</p>	<p>COMPLETE</p> <p>COMPLETE</p>
R5 Review assessment caseloads to ensure an appropriate level of skill and effectiveness to meet organisational and safeguarding requirements	<p>Caseloads are reviewed on a regular basis through operational management arrangements and the recently published care management manual provides guidance in respect of appropriate levels.</p> <p>Resource allocation modelling is to be undertaken across all delivery partners utilising a regionally recognised tool.</p>	<p>Nick Bowyer</p> <p>Amanda Stringer</p>	<p>Complete</p> <p>Complete for SSOTP / IF</p>	<p>COMPLETE</p> <p>COMPLETE</p> <p>Demand and capacity modelling has now been completed for SSOTP, Adult Learning Disability and SSSFT.</p>
R6 Co-produce a set of values and behaviours with the workforce and partners to deliver the vision	<p>As part of the development of the “plan on a page” we will ensure that the principles and core values developed by Health & Care are widely understood. We will also utilise the roadshow arrangements in 2017/18 to test these values and principles for potential refinement in 18/19.</p>	<p>Andy Sharp</p>	<p>September 2017</p>	<p>COMPLETE</p> <p>A purpose and principles document has been produced for the Adult Social Care & Safeguarding Service.</p>

	The Council have developed a set of strategic workforce priorities and principles which we are currently working with delivery partners to refine. Delivery partners will produce workforce development plans to establish a culture which promotes independence and reduces variation in practice.	Nick Bowyer	May 2017	COMPLETE The workforce principles document has been developed and expectations of partners in this respect are expressed within our S75 agreements.
R7 The transformation plans and resources should be targeted at your greatest risk area - older people	The Directorate in conjunction with the TSU have identified priority areas of activity for the coming year as part of the Council wide business planning process. This mechanism is designed to ensure that resources are targeted within the areas of greatest risk.	Richard Harling	March 2017	COMPLETE Resources are targeted to deliver against our priorities and arrangements are in place to continually review deployment through Health & Care SLT.
R8 Intelligence should be used more effectively to shape future strategic commissioning	Significant work has taken place to develop and enhance performance recording and reporting which will support this objective in the coming months. Insight information is used to support the production of commissioning strategy but this has in the past been ad hoc in nature. Following the development of additional commissioning capacity within the Council, the use of this information will become more embedded.	Andrew Jepps Lead Commissioners	Complete On-going	COMPLETE IN PROGRESS A standard process for commissioning projects and strategies is being produced by the Market Development and Quality Assurance service area, with the process due to be approved at October's Care Commissioning Board.

	As part of the creation of a revised leadership structure for Health & Care, strategic links between public health and social care will be strengthened allowing for a greater focus upon the production and use of the Joint Strategic Needs Assessment (JSNA).	Andrew Jepps/Karen Bryson	On-going	IN PROGRESS We have undertaken joint work relating to prevention and also mental health, as the first stages of operationalising these links.
R9 Develop an engagement strategy with people who use care and support to ensure an active role in quality and service improvement	Engagement arrangements across client groups are currently service area specific. An engagement strategy is to be developed which will ensure a consistent approach across all areas. A co-production tool-kit to support the implementation of an engagement strategy will be developed by adult social work and safeguarding.	Andrew Jepps Andy Sharp	September 2017 September 2017	IN PROGRESS The Health and Care Stakeholder Engagement Strategy which sets out minimum standards and principles of engagement, and a commissioner toolkit including resource mapping are both at final draft stage. The draft strategy and toolkit will be presented to Care Commissioning Board on 24 th October for sign off, discussion and agreement on how to embed the toolkit in commissioning practice.
R10 Undertake independent quality case file audits; including safeguarding activity to understand risk and the impact of change	A case file audit mechanism is already in place related to Safeguarding as part of our work within the Safeguarding Adults Board; however we will work to expand this in the coming year.	Andy Sharp	June 2017	COMPLETE

	<p>A process of undertaking external assessment or validation of case files is currently being considered in conjunction with our main provider partner SSOTP.</p> <p>Mechanism for the internal validation, audit and testing of practice through case file audits are to be developed by the Principle Social Worker during 17/18.</p>	<p>Andy Sharp</p> <p>Nick Bowyer</p>	<p>TBC</p> <p>September 2017</p>	<p>COMPLETE</p> <p>A mechanism to enact external validation if required is included within the S75.</p> <p>COMPLETE</p> <p>An audit tool is in place and being used across organisations.</p>
IC1 DPS: consider use of quality as well as price only as the basis for competition and awarding placements	The approach to DPS is currently being re-evaluated in respect of the price and quality apportionment.	Andrew Jepps	March 2017	<p>COMPLETE</p> <p>The criteria for the DPS have been amended.</p>
IC2 Need an adult social care prevention plan	<p>During 17/18 we will review the preventative offer for people with a learning disability to consider how independence can be maximised and the ongoing cost of care reduced</p> <p>An adult social care prevention strategy has been developed and we will continue to explore opportunities to accelerate the prevention agenda in with Public Health.</p>	<p>Karen Webb</p> <p>Karen Bryson</p>	<p>September 2017</p> <p>On-going</p>	<p>COMPLETE</p> <p>This work has been completed as part of the development of a revised operating model for Adult Learning Disability.</p> <p>COMPLETE</p> <p>The prevention strategy has been developed and implemented.</p>
IC3 Need to model cost of long term care based on demand and price increases and reconcile to MTFS	Modelling takes place on an annual basis, as part of the revisions to the planning cycle this will now take place earlier in the year with closer links to the development of the MTFS, managed through Health & Care SLT.	Andrew Jepps/Sara Pitt	July 2017	<p>COMPLETE</p> <p>The analysis of demand and demography has been completed earlier in the planning cycle and is informing the Cabinet challenge process.</p>

	Health & Care SLT will be undertaking challenge sessions across all areas of activity to ensure delivery of MTFS targets and early identification of future challenges and mitigations.	Richard Harling	April 2017	COMPLETE Challenge sessions have been undertaken across all areas of activity and the outcomes have informed proposals now subject to further challenge via the Cabinet process linked to MTFS.
IC4 Check policy and approach to inflationary uplifts in long term care	Financial modelling has taken place to uplift Care Fees to promote sustainability in the market supported by a series of Provider engagement events and a survey for Providers to comment on the proposals or submit counter proposals.	Andrew Jepps	Complete	COMPLETE
	A robust modelling exercise has been carried out as part of the contingency planning for domiciliary care which evidences that a sustainable service can be delivered within the proposed rates with a healthy profit margin.	Andrew Jepps	June 2017	COMPLETE The tendering exercise for the domiciliary care framework has been completed and we are currently entering the mobilisation and implementation phase.

	The feedback received from Providers during the engagement events is being taken into consideration pending the final decision on the uplifts to be applied for 17/18 which includes suggestions for the implementation of DPS.	Andrew Jepps	March 2017	COMPLETE Rates have been set as part of the recently completed domiciliary care framework tender.
IC5 Explore opportunities for joint commissioning with the NHS focused on discharge to assess and CHC	In the coming months we will analyse CHC spending profiles and the provider marketplace to evaluate the opportunities for joint commissioning.	Andrew Jepps	July 2017	COMPLETE Agreement has been reached for the Council to lead some commissioning areas on behalf of our health colleagues.
	Additional capacity to support the development of approaches to joint funding arrangements is to be created within the adult social work and safeguarding area in early 17/18.	Andy Sharp	May 2017	IN PROGRESS Some additional capacity has been secured through IBCF at Advanced Practitioner level and this worker is supporting Adult Learning Disability and SSoTP operationally. At a strategic level, planned additional capacity has not yet been released due to delays in the restructuring of Adult Learning Disability. However, the first phase of the structure change is now progressing and it is anticipated that a new role of Joint Funding Lead will be appointed to in October 2017.

IC6 Review approach to market management and ensure that quality issues are reflected in commissioning intentions	Formal reviews will take place as part of the internal governance arrangements linked to the Care Commissioning Board.	Andrew Jepps	On-going	IN PROGRESS This work takes place on a regular basis through the Care Commissioning Board.
	The Market Position Statement and associated commissioning intentions will be refreshed and published.	Andrew Jepps	July 2017	DELAYED - IN PROGRESS Currently a draft has been developed for All Age Disability, and Older People and work to develop a document for Mental Health has commenced.
IC7 Need to redesign Care Director to ensure accurate recording of information - and then enforce this through performance management	We are currently working towards the delivery of an upgrade to the current version of Care Director which will enhance performance within the system.	Jan Cartman-Frost	January 2018	IN PROGRESS The work to deliver the upgrade to version 5 of Care Director is currently underway.
	Information recording through delivery partners for assessment and case management is being addressed through the redefined S75 agreements and linked to performance reporting and management mechanisms.	Andy Sharp	April 2017	IN PROGRESS Core reporting and recording requirements have been agreed with SSoTP as part of the S75 and compliance levels in this area are high. Work to agree recording requirements with SSSFT as part of the re-negotiation of our Mental Health S75 continues.

	Enhanced performance reporting arrangements are currently under development and will be in place for 17/18.	Andy Sharp	April 2017	COMPLETE Enhanced performance reporting arrangements are in place.
IC8 Review the access service to explore opportunities for faster intervention and greater diversion	As part of our programme of work for the coming financial year we will undertake business process mapping with the Front Door linked to a pilot change programme to consider opportunities for faster interventions at lower cost, for example through assistive technology.	Nick Bowyer	September 2017	IN PROGRESS A pilot for enhanced and professionalised support at the Front Door is currently underway. Early indications show an increase in appropriate diversion rates of around 10%.
FA1 Need to ensure that there are current Section 75 agreements in place with the three Health Trusts	Work to develop revised S75s for SSOTP and SSSFT are well advanced with a view to these being in place early in 2017/18.	Andy Sharp	SSOTP April 2017 SSSFT October 2017	COMPLETE IN PROGRESS
FA2 Ensure that there is a governance structure in place for the delivery and performance management of adult social care across the three Health Trusts and that this is written into Section 75 agreements	As above – the revised S7s will contain clear governance and accountability arrangements and robust performance schedules.	Andy Sharp	SSOTP April 2017 SSSFT October 2017	COMPLETE IN PROGRESS
FA3 Establish a single social care pathway across all four ACM organisations that is Care Act compliant and review how eligibility is applied across the county	The single pathway design work has been completed to be in place by April 2017 linked to the production of a practice guidance manual which contains eligibility assessment requirements.	Andy Sharp	April 2017	COMPLETE

	Further work to embed the new pathway and the use of eligibility criteria is currently being developed for implementation in 2017/18.		September 2017	COMPLETE
FA4 Reviewing safeguarding arrangements to ensure that they are clear and that the appropriate forms for safeguarding concerns and enquiries are on case files	The PSW and Safeguarding Lead are currently developing a file audit process linked to a Quality Assurance framework, which will address this issue.	Stuart James	July 2017	COMPLETE
FA5 Developing a culture of practice that implements and embeds Making Safeguarding Personal	This is a significant agenda which will be led by the Statutory Services Lead (&PSW) once a permanent appointment is made.	Jo Sutherland	March 2018	NOT YET STARTED
	Discussions are taking place with the Staffordshire and Stoke Safeguarding Adults Board in respect of their role to support MSP.	Andy Sharp	August 2017	IN PROGRESS
FA6 Establishing a practice quality assurance framework and structure for case file auditing across the four organisations	The PSW and Safeguarding Lead are currently developing a file audit process linked to a Quality Assurance framework, which will address this issue	Stuart James	July 2017	COMPLETE
FA7 Ensuring carers assessments are offered and provided across the county	A workstream to develop consistent approaches to the delivery of carers assessments and services is included in the programme for 2017/18 and has been identified by the Directorate as a priority area.	Andy Sharp	March 2018	NOT YET STARTED
FA8 Developing skills and knowledge to implement a strengths based/assets assessment approach to social work	This will be addressed through the implementation of the Practice Guidance Manual. Discussions around workforce development approaches are taking place with the Corporate OD Team.	Andy Sharp	March 2018	IN PROGRESS

FA9 Reviewing the purpose of case recording across organisations to improve quality and develop consistency	This will be addressed through the implementation of the Care Management Manual and the performance requirements for SSOTP as part of the S75.	Andy Sharp	April 2017	COMPLETE
FA10 Building on the positive work being undertaken in one organisation with Social Workers to improve consistency and quality of social work practice and the learning and development needs of the workforce across the county	This will be addressed through the implementation of the Care Management Manual and the workforce development strategy	Andy Sharp	April 2017	COMPLETE