

Service Inspection of Adult Social Care

Improvement Plan

Safeguarding Adults

Improvement Area 1 – Develop clearer policy and guidance to help practitioners respond to situations where abuse of vulnerable adults was identified but victims were reluctant to have intervention, particularly if this could involve the police				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
1.1	Safeguarding Adults Board to lead a discussion on service refusals across agencies Devise best practice guidance for staff following discussion and disseminate to all relevant agencies	Discussion held at Safeguarding Adults Board – evidenced by copy of agenda and presentation Best practice guidance for staff in place	Helen Oliver	15 October 2010 January 2011
1.2	Develop and implement new interim safeguarding guidance for practitioners, based on the Pan-London draft	Copy of new guidance for practitioners	Helen Oliver	December 2010
1.3	Work with our partners at the Metropolitan Police to deliver their organisational Safeguarding Adults Work Plan	Work plan developed and agreed All actions within the work plan delivered – evidenced through monitoring report to Safeguarding Adults Board	Helen Oliver	October 2010 April 2011

1.4	<p>Conduct a mapping exercise of current safeguarding advocacy arrangements in the borough to determine gaps and increase awareness of available services amongst practitioners to encourage take up</p> <p>Include findings to inform the overall review of advocacy provision ensure all advocacy contracts are able to advocate on behalf of and support service users with safeguarding issues. (see action 4.3)</p>	<p>Mapping exercise completed and presented to Safeguarding Adults Board</p> <p>Review advocacy contracts to include safeguarding responsibilities</p>	Helen Oliver	<p>December 2010</p> <p>April 2011</p>
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Improvement Area 2 – Address variability in the quality of safeguarding practice and recording, ensuring consistent, high quality practice

Ref	Action	Evidence of Improvement	Lead Officer	Timescale
2.1	Continuation of the quarterly performance update report to the Safeguarding Adults Board by the Performance Monitoring Sub-group	Embedded Performance Management Framework for Safeguarding Adults Board in place - evidenced through regular performance reports and annual report	Helen Oliver	Quarterly report for each Safeguarding Adults Board meeting
2.2	<p>Review the current quality assurance framework in place for the Safeguarding Adults Board:</p> <ul style="list-style-type: none"> • Review LBBB Adult Social Care Quality Assurance process • Ensure inclusion of basket of indicators developed by NHS Barking and Dagenham • Integrate the Pan-London suggested indicators within Barking and Dagenham's performance management framework 	Improvement in the quality of safeguarding recording – evidenced through quarterly quality assurance and performance monitoring reports to Safeguarding Adults Board performance sub-group	Helen Oliver	<p>November 2010</p> <p>December 2010</p> <p>January 2011</p>

2.3	Implement 'Workflow' within AIS (Adults Integrated System) to alert practitioners of due dates for various tasks (such as strategy meetings, investigation end dates, conference and Adult Protection plan reviews)	<ul style="list-style-type: none"> • Workflow to be operating in AIS Live • Those jobs to be included within Workflow to be agreed and signed off by the AIS project board <ul style="list-style-type: none"> • All staff trained in AIS and use of workflow • Business Unit to monitor work in progress and produce exception reports to ensure robust performance management 	Mary Farinha / Tudur Williams	March 2011
2.4	<p>Production of a formalised quality assurance business process for the safeguarding adults team to include 'NFA' dip samples, timeliness of case conference and case closure analysis</p> <p>Formalised process to be signed off and adopted by the Departmental Management Team.</p> <p>Monthly audits of case closure sheets to highlight gaps in recording and improve practice</p>	<p>Quality assurance business process for Safeguarding Adults team in place</p> <p>–</p> <p>Quarterly quality assurance and performance monitoring reports to SAB performance sub-group</p>	Helen Oliver	<p>February 2011</p> <p>March 2011</p>
2.5	<p>Rollout the SAB Competency based training programme:</p> <ul style="list-style-type: none"> • Agree Training Programme • Secure funding for the programme • Recruit Training Co-ordinator to lead on delivery of the programme • Completion of 104 training sessions held for multi-agency professionals 	Improvement in safeguarding practice and recording – evidenced through quarterly quality assurance and performance monitoring reports to SAB performance sub-group	Helen Oliver	<p>October 2010</p> <p>December 2010</p> <p>February 2011</p> <p>October 2011</p>

Improvement Area 3 – Strengthen joint working between operational teams and the commissioning and contracts team

Ref	Action	Evidence of Improvement	Lead Officer	Timescale
3.1	Review the Quality Alert form process to enable practitioners to raise concerns regarding providers with the Commissioning Team	Minutes of full managers meeting with evidence of action taken as a result of concerns	Jenny Beasley/ Bill Brittain/ Tudur Williams	

	<ul style="list-style-type: none"> • Review of Quality Alert process completed • Formalised process signed off by the Adult Social Care full managers meeting • Monthly report to review all alerts raised and reported to Adult Social Care full managers meeting 			November 2010 December 2010
3.2	Regular report to monthly Adult Social Care full managers meeting from the Adult Commissioning team, highlighting trends in quality issues raised regarding providers and action taken	Minutes of full managers meeting	Jenny Beasley	Ongoing on a monthly basis

Improvement Area 4 – Ensure that the use of independent advocacy is promoted for all people, particularly within safeguarding processes				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
4.1	Ensure that the new interim Safeguarding guidance for practitioners (see action 1.2) incorporates advocacy referral routes	Dissemination of guidance and training records	Helen Oliver	January 2011
4.2	Hold briefings sessions and Toolbox Talk with practitioners on the range of advocacy support that may be available, in addition to professional advocacy services e.g. families, friends	Sessions delivered	Helen Oliver	February 2011
4.3	Undertake a review of current advocacy provision (as per the Information and Advice (and Advocacy) Strategy): <ul style="list-style-type: none"> • Undertake review of advocacy services • Revise Information and Advice (and Advocacy) Strategy as appropriate 	Review compiled and report to Departmental Management Team.	Jenny Beasley	June 2011

Improved health and wellbeing for people with learning disabilities

Improvement Area 5 – The Council should take steps to assure itself that people are experiencing a good quality service when contacting the community learning disability team and out of hours services				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
5.1	<p>Continue to work towards a fully integrated Community Learning and Disability Team through the introduction of new joint working arrangements and a single line of management, including:</p> <ul style="list-style-type: none"> • Co-location of NHS and LBBDD staff in one open-plan office at Civic Centre • Introduction of a central contact telephone number and email address for the team to ensure that service users receive an appropriate and timely response, even if their allocated worker is not available. This will be monitored against the Corporate Customer Service Standards • Development of an easy read customer feedback questionnaire which will be sent to a sample of service users on a quarterly basis to measure the customer experience • Establish a “one stop information shop” at the Maples Day Centre, providing professional advice and information for service users from Monday – Friday 	<p>Increase in proportion of telephone calls and emails that are dealt with within the Corporate Customer Service Standards</p> <p>Increase in the proportion of service users stating that they are satisfied with the service received when contacting the CLDT following survey of regular callers</p>	Bill Brittain	<p>January 2011</p> <p>June 2011</p>

5.2	<p>Improve communication between the Emergency Duty Team and care management teams through:</p> <ul style="list-style-type: none"> • Weekly service availability bulletins submitted to EDT by Brokerage every Friday detailing placement and home care capacity. • Regular attendance by EDT manager at monthly Adult Care Services managers meetings. • Joint working to review procedures such as 'no replies' process chart. • Establish out of hours Group Manager rota 	Minutes of full managers meeting	Tudur Williams	<p>Completed</p> <p>February 2010</p> <p>December 2010</p> <p>Completed</p>
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Improvement Area 6 – Address the gaps in provision for independent living, employment opportunities and social activities

Ref	Action	Evidence of Improvement	Lead Officer	Timescale
6.1	<p>Work with an externally recognised body to develop options for further social activities that could be adopted in the borough for people with a learning disability:</p> <ul style="list-style-type: none"> • Identify external body • Consult with service users on activities they would like to see available • Range of options to be presented to the Learning Disability Partnership Board (LDPB) for agreement on which options to implement 	Minutes of LDPB	Karen Ahmed	February 2011
6.3	<p>Continue to focus on the gaps in provision for independent living through:</p> <ul style="list-style-type: none"> • Working with Outlook Care • Delivery of the Housing Strategy for People with Learning Disabilities 	Increase in the number of people offered independent living	Jenny Beasley/ James Goddard	December 2011

Improvement Area 7 – Work with partners to ensure that people with dual diagnosis and complex needs have access to specialist services to meet their needs

Ref	Action	Evidence of Improvement	Lead Officer	Timescale
7.1	Establish a dedicated Complex Needs Service Unit as part of the reorganisation of Adult Care Services, to ensure that we are better able to meet the needs of people with dual diagnosis and complex needs, which often fit poorly within the remits of our existing services	New organisational structure in place and care pathways established as part of operational policy	Bill Brittain	April 2011
7.2	Ensure focus on planning for this group as part of service planning for implementation for NHS White Paper.	Joint Commissioning plans	Karen Ahmed	April 2012

Improvement Area 8 – Ensure that there is effective support planning for young people in transition

Ref	Action	Evidence of Improvement	Lead Officer	Timescale
8.1	Continue operating the Transitions Operational Meeting Group, bringing together managers from Children's Services and Adult services to agree transition pathways for individual young people	Transitions Self Assessment Questionnaire 3	Karen Ahmed	December 2010
8.2	Establish and maintain a single comprehensive spreadsheet detailing service users at 14+ who may transfer from Children's Services to Adult Services	Concise spreadsheet for all relevant parties on the Transitions Operational Meeting Group Earlier support planning for potential service users in place	Bill Brittain	Completed
8.3	Development of a Transitions Strategy and Action Plan for the borough	Strategy and Action Plan in place and signed off by the Transitions Strategy Group Performance Management Framework to deliver the strategy in place and progress monitored at each Transitions Strategy meeting	Karen Ahmed	December 2010 Quarterly

8.4	Amalgamate the Transitions team with the newly integrated Community Learning Disability as part of the forthcoming reorganisation of Adult Care Services, to offer a more streamlined service to the large proportion of people who go through transition each year with a learning disability	New structure in place and pathways included in adult social care operational policy.	Bill Brittain	April 2011
8.5	Conduct an Adult Self Directed Support assessment for all young people who are 16 and are likely to require social care services when they reach adulthood (to be conducted prior to their 17 th birthday), in line with guidance from the Valuing People Now team.	90% of young people in transition assessed and offered an indicative adult resource allocation before the age of 18.	Bill Brittain	June 2011

Providing leadership

Improvement Area 9 – Improve strategic co-ordination of issues relating to carers of people with a learning disability				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
9.1	Recruitment of a Joint Strategic Commissioning Manager for LBBD and NHS Barking and Dagenham, with responsibility for carers across both organisations	Person in post	Karen Ahmed	March 2011
9.2	Implement a Carers Strategy for the borough, based on the new National Carers Strategy (due to be released in November 2010)	Draft strategy consulted on with a range of carers, signed off and in place	Karen Ahmed	February 2011
9.3	Development of a Young Carers Strategy for the borough	Draft strategy consulted on with a range of young carers, signed off and in place	Erik Stein	April 2011

Improvement Area 10 – Improve feedback from consultation with people with learning disabilities and their carers				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
10.1	Ensure that the service user representatives on the Learning Disability Partnership Board are given the required support to engage	Feedback from service user reps	Karen Ahmed	March 2011
10.2	Ensure that the views of the Learning Disability Parliament (supported by Mencap) are an integral part of strategic planning and development by implementing a standing item on the agenda of the LDPB meetings for feedback on issues raised by the Parliament	Minutes of LDPB	Karen Ahmed	March 2011
10.3	Post of Joint Strategic Commissioning Manager (see action 9.1) to work with carers to establish the methods in which they would like to be fed back on the results of consultation.	Carers Engagement Strategy agreed and in place.	Joint Strategic Commissioning Manager	September 2011
Improvement Area 11 – The Council should take steps to assure itself that people are experiencing a good quality service when raising concerns, making a complaint and receiving feedback				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
11.1	Re-structure the Children, Adult and Community Services Complaints Service as part of the review of the Performance, Policy and Programmes function	New structure in place	Glynis Rogers	March 2011
11.2	As part of the re-structure of the Complaints Service, review the mechanisms in place for recording and responding to concerns raised in quality alerts: <ul style="list-style-type: none"> • All concerns to be forwarded to Complaints team for recording • All concerns responded to within corporate and statutory guidelines 	Reports at full managers meeting Included in quarterly complaints report to DMT	Jenny Beasley Glynis Rogers	March 2011 June 2011

Commissioning and use of resources

Improvement Area 12 – Ensure that third sector organisations are more actively involved and engaged in the personalisation agenda and its impact on the future market for support services				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
12.1	Continue to hold Provider Forums for third sector organisations to feedback to them the results of consultation exercises to establish the services that our service users want	Minutes of meetings with groups of providers.	Jenny Beasley	Completed
12.2	Dedicated post of Personalisation and Market Development Officer to be established within restructure of Adult Commissioning	Person in Post	Jenny Beasley	February 2011
12.3	Development of a Third Sector Commissioning Strategy for the borough	Consultation undertaken, strategy signed off and in place	Heather Wills	March 2011
12.4	Ensure engagement of third sector organisations within the Market Place events (see action 13.1)	Minutes of Market Place event	Jenny Beasley	April 2011
Improvement Area 13 – Ensure that people using personal budgets have a wider choice of support and services				
Ref	Action	Evidence of Improvement	Lead Officer	Timescale
13.1	Hold a Market Place event to provide a forum for service users and providers to feedback on services required and those on offer	Minutes of Market Place event and increased numbers of Direct Payments	Jenny Beasley	April 2011
13.2	Create service specifications to focus on outcomes not outputs, to encourage and support innovative approaches to service provision locally.	Outcome monitoring frameworks in place. Fewer block contracts.	Jenny Beasley	September 2011
6.2	Develop a social enterprise which provides opportunities for former Health and Social care apprentices to become Personal Assistants.	Social Enterprise in place with 20% of service users choosing to purchase services from it.	Karen West-Whyllie	April 2012