

City of York Council Adults Safeguarding Peer Challenge Feedback presentation

25th January 2017

Key quote: commitment to learning

“The Local Authority’s doors are much wider open than they used to be”

National partner

Who we are

- Thank you for having us!
- **Phil Holmes**, Director of Adult Services, Sheffield Council
- **Cllr Marilyn Greenwood**, AHSC Scrutiny Chair, Calderdale Council
- **Shona McFarlane**, Deputy Director, Leeds City Council
- **Liz Walton**, Designated Nurse, Safeguarding, NHS Salford, CCG
- **Richard Cumbers**, Assistant City Manager, Hull City Council
- **Venita Kanwar**, LGA Associate

Assisted by

- **Margaret Rosser**, Directorate Improvement Manager, Calderdale Council
- **Sarah Carlisle**, Safeguarding Partnership Manager, Kirklees Council
- **Dave Roddis**, Yorkshire and Humber ADASS

What we are here to do:

- Sector Led Improvement Peer Challenge process
- Not an inspection – invited in as ‘critical friends’
- Non-attributable information collection
- Recommendations based on triangulation of what we’ve read, heard and seen
- How we will feed back
 - Strengths
 - Areas for further consideration
- Next steps

What you have asked us for

- An external view of direction of travel and progress made to transform adult social care in York
- Recognition of the journey towards implementation of MSP and scope for improvement
- Confirmation and challenge of the self assessment and how York might
 - Further improve health and well being outcomes for individuals
 - Promote the future sustainability of the health and social care system

Key quote: leadership

“If anyone can do it, York
can”

Chief Executive

Leadership, Strategy and Working Together

Strengths

- Newly established, highly motivated executive team
- Very highly regarded independent safeguarding chair
- Highly regarded Cabinet member
- The Chief Executive, Members, The Director of Adults Social Care and his senior management team are committed to “Prevent Reduce Delay”
- There is a very well represented Safeguarding Board with evidence of good relationships with partners, with opportunities to develop further.
- Good leadership from key partners including the Third Sector, Police and GPs

Leadership, Strategy and Working Together

Areas for Consideration

- The executive team has a clear vision, but this needs to be filtered down to all staff
- Staff would like more contact with senior officers
- We welcome the council's commitment to consider the restructure of scrutiny panels, to enable closer working between members and officers
- The many senior management changes in recent years have caused apprehension

Key quote: commissioning, service delivery, effective practice

“The jigsaw pieces are there: we’re just not sure how they fit together”

Managers workshop

Commissioning, service delivery effective practice

Strengths

- Partners work well on safeguarding and quality in residential care
- Local authority commissioners have a “can do” approach
- Links between social work, safeguarding and commissioning are strong and further opportunities have been identified
- “Triaging” of safeguarding referrals has assisted community teams to target their response and has improved ownership of safeguarding
- Recent improvements to reablement and front door have had a positive impact

Commissioning, service delivery and effective practice

Strengths (continued)

- Front line staff have weathered the storm of frequent leadership changes
 - Front line staff are supporting each other really well
 - Evidence of some good management practice at all levels
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Commissioning, service delivery effective practice

Areas for Consideration

- York needs to satisfy itself about the capacity, coverage and focus of advocacy services
- Some service users, carers and partners did not know how to access support when they had concerns
- Concerns about some practice that appears paternalistic and risk averse. The focus on risk enablement and outcomes will address this.
- Vision on early intervention and prevention is clear, is there the capacity for all partners to deliver this?

Case File Audit

Strengths

- Practice was evidently person centred; there is evidence that the person is included in the safeguarding process and their wishes are central to the work that is carried out .
- Recording seemed comprehensive, with a clear record of activity and outcomes. There was less focus on analysis and judgement Initial decisions are timely.
- When managers record their views and decisions, they do this in a clear and unambiguous way and bring clarity to the safeguarding process.
- There was evidence of good partnership working with the police, community and housing services and third sector organisations including advocacy support providers

Case File Audit

Areas for Consideration

- In complex cases, there may be a need to reflect on the 'bigger picture' through the use of planning meetings earlier in the process to gather the wider view and plan a proportionate and more timely approach
 - There is a need to consider the interface between safeguarding and ongoing social work support especially where the case holding worker is out of area as one case seen would have benefited from a more strategic view including holding the provider to account
 - Risks are addressed , a more comprehensive approach undertaken earlier in the process may be beneficial – in one case, the individual's needs had been met through a coordinated approach but the risk of violence to his family was addressed in only a limited way. A response through domestic violence services following a risk assessment would have been beneficial.
 - There were occasions where the safeguarding process was used to achieve a positive outcome, but the issue was not evidently a safeguarding one
 - Legal literacy could be improved as in one case a DoLS was suggested in an area where a DoLS would not have been appropriate
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Key quote: Performance and Resource Management

“There’s no fat on it”

Safeguarding Manager

Performance & Resource Management

Strengths

- Staff have a real “can do” attitude
- Key partners have recruited and invested in the preventative model
- Strong change programme across area teams
- Advice and information strategy in place
- The Board receives regular reports about performance
- Soft intelligence is being used practically
- There is a lot of time spent learning on case studies

Performance & Resource Management

Strengths (continued)

- New care management system has potential
 - The resource allocation system has been simplified
 - Adult social care budget is managed very well
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Performance & Resource Management

Areas for Consideration

- Safeguarding team needs more stability and workforce planning
- A struggle to recruit keyworkers in the city
- Restructure needs to happen in ASC
- A risk of duplication in preventative services
- Data for the Safeguarding Board comes largely from the local authority
- Homecare staff – quality is viewed as having deteriorated
- Staff need more support with MOSAIC
- Quarterly DoLs Board needs to be implemented

Key quote: Outcomes

“York is the Local Authority that we’re in contact with that will talk to us most about Making Safeguarding Personal”

National partner

Outcomes

Strengths

- MSP is actively sponsored by the Safeguarding Board
- MSP is talked about proactively by staff who are proud of treating people as individuals within the safeguarding process
- Council staff and partner organisations can provide excellent case examples showing how this approach works well
- The use of case examples to drive learning and improvement from Board level downwards demonstrates active commitment to better outcomes
- The Board has shown commitment to use evidence to drive tangible improvements, e.g. in suicide prevention

Outcomes

Areas for Consideration

- Service user and carer workshops did not work that well: is there more work that needs to be done on co-production?
 - The shift to an outcomes focus will be more effective if there is identified resource to monitor and evaluate this, perhaps on a “Plan, Do, Study, Act” basis
 - There is anxiety from some front line staff and managers about a shift to a more personalised, outcome focused approach because “the services aren’t there”
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Prospects for improvement

Strengths

- There is now strong and stable high level leadership
 - Front line staff don't know how good they are!
 - There is a cross-cutting vision across the whole Council that is founded on shared principles
 - There is focused commitment from key partners who share this vision
 - York is a city with a huge number of assets
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Prospects for improvement

Areas for Consideration

- Staff need to see some wins on the board to develop confidence that we are moving from talking to doing
 - York is amazingly lean, but risks not making the most of opportunities without adequate change management capacity
 - York needs to work across geographical boundaries with NHS and other partners: tension in relation to maintaining local focus while servicing STP and other planning processes
 - Many partners are strong but others are significantly challenged and this inhibits the progress that can be made
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Adults resources

LGA Adult Safeguarding resources web page

http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/3877757/ARTICLE

Safeguarding Adults Board resources including the Independent Chairs Network, Governance arrangements of SABs and a framework to support improving effectiveness of SABs

http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/5650175/ARTICLE

LGA Adult Safeguarding Knowledge Hub Community of Practice – contains relevant documents and discussion threads

<https://knowledgehub.local.gov.uk/home>

LGA Report on Learning from Adult Safeguarding Peer Challenge

http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/4036117/ARTICLE

Making links between adult safeguarding and domestic abuse

http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/3973526/ARTICLE

Making Safeguarding Personal Guide 2014 – the guide is intended to support councils and their partners to develop outcomes-focused, person-centred safeguarding practice.

http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10180/6098641/PUBLICATION

Your reflections and questions

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www.local.gov.uk/peer-challenge