

Report of the Assistant Director, Adult Social Care

City of York Council Adult Safeguarding Peer Challenge Action Plan

Summary

1. City of York Council requested that the Yorkshire and Humber Association of Directors of Adult Social Services (ADASS) undertake an Adult Safeguarding Peer Challenge at the Council and with partners, and agreed that this should take place in January 2017.
2. In requesting the challenge CYC sought an external view on the robustness of safeguarding arrangements plus the direction of travel that York was undertaking in the transforming of adult social care, and how York might improve outcomes for people using services, as well as a view on plans to support the future sustainability of the health and social care system.
3. The report from the peer challenge team previously received by the Health & Adult Social Care Policy & Scrutiny Committee highlighted the many of the strengths in CYC, the Health, Housing & Adult Social Care (HHASC) directorate and across its partnerships. It also provided useful analysis as to where further work may be required to ensure that these strengths are built on to support services to continue to improve.
4. The Peer Challenge reflected that CYC had a stable and committed senior management who are driving transformation of services based on a clear vision that is recognised by the council and partners. The peer team heard from staff and were impressed by their “can do” attitude, with a sense of collective optimism in delivering the vision. The peer team found good evidence of personalised approaches, commenting that “Making Safeguarding Personal” ran through York’s social care practice like a stick of rock. York’s front line staff were described as ‘amazing!’ and recognised as highly committed.

5. However despite the relative stability in the management team the Peer Challenge noted this is new, plus an anxiety amongst staff about the likely changes and how this may impact upon continuity.
6. The peer team found that CYC had strong partnerships and was lean and ambitious. This highlighted the need to ensure the right resourcing is in place to enable the effective delivery of our ambition, and in particular to support the transformation.
7. The Peer Challenge suggested the need to continue to further develop our high performing workforce and help them to make best use of York's community and voluntary sector assets.
8. Following the receipt of the final Peer Challenge report on 17 March the directorate developed an action plan based on the recommendations in the report, under the themes of the Local Government Association (LGA) Adult Safeguarding Improvement Tool, as used by the peer challenge team. The action plan is attached as appendix 1.
9. The action plan has been developed with a focus on outcomes, linking the key issues highlighted by the peer challenge to activity intended to improve the lives of many of our most vulnerable customers.
10. The Peer Challenge provided confirmation about the direction of travel CYC is taking in adult social care. As such many of the recommendations made by the peer challenge are already in place and several are part of the 'Future Focus' – our transformation programme which is developing the future operating model programme
11. While the Peer Challenge highlighted many strengths, the directorate recognise that there can be no complacency and that further work is needed to realise our ambitions for high quality, person centred support in the current challenging environment.
12. The Action Plan is owned by HHASC Directorate Management Team, who act as the programme board and receive regular updates as to the progress made on its implementation

Background

13. Peer Challenge is a national model which has been adopted by the Yorkshire and Humber region as means by which local authorities work together to improve quality and performance in adult social care. The challenge is designed to help an authority and its partners assess current

achievements, areas for development and capacity to change. The Peer Challenge is not an inspection. It offers a supportive approach, undertaken by friends – albeit ‘critical friends’. It aims to help an organisation identify its current strengths; to build upon and identify what it needs to improve.

14. The CYC challenge had a focus on safeguarding adults, with particular emphasis on the statutory responsibilities in the Care Act (2014) and its guidance which promotes a more personalised approach. As such this approach which focuses on outcomes, risk enablement and personal strengths is a key component in developing the new Future Focus operating model in adult social care.
15. CYC Health and Adult Social Care Policy and Scrutiny Committee receive a bi-annual assurance report in relation to adult safeguarding. This Peer Challenge recognised the Council (and partners) proactive approach particularly in respect of the role of scrutiny, plus the overall strengths in performance in this area as well as the developing approach to its broader range of duties and responsibilities.

Consultation

16. The Peer Challenge report, its recommendations and action plan are informed by engagement with customers, carers, partners and staff. Actions resulting from this will be used to further develop our approach to engagement, partnership and coproduction.

Options

17. Members are asked to note the action plan and the work in progress to implement the learning from the peer challenge.
18. Members are asked to consider receiving further information and reports on progress of the ‘Future Focus Operating Model’

Analysis

19. The Council has statutory responsibilities for Safeguarding Adults. The Peer Challenge has provided valuable insight into how CYC and partners meet the statutory requirements to safeguarding adults at risk of abuse and develop a more personalised community focused operating model.

CYC officers recognise the Peer Challenge feedback as a relatively accurate picture both in terms of strengths and areas of risk and have developed an action plan to address the issues identified on this basis.

20. The Peer Challenge Action Plan is developed around the following key themes of
 - Leadership, Strategy and Working Together
 - Commissioning Service Delivery and Practice
 - Performance and Resource Management
 - Outcomes
21. The action plan aims to build on the strong leadership around vision to ensure that this translates into real change in front line services and customer outcomes. The plan shows that the senior directorate team will continue to be a visible and committed resource during this period of change. Actions are in place to ensure that success of our frontline staff is celebrated. The plan also reflects the peer challenge view that we need to ensure our resources are well coordinated.
22. The action plan refers to the 'Future Focus' transformation programme, which is now underway. This programme seeks to ensure that staff focus their efforts on not just fixing the social care issues presented, but act early to prevent need, and always seek to ensure that their intervention leaves the customer more resilient. A key feature of the approach is to support customers to use their strengths assets skills and knowledge and those of their family and community.

Council Plan

23. The Peer Challenge action plan supports the work to deliver the Council Plan, focussing on improving front line services and being a Council that listens to residents.

Implications

24. Financial

No New implications.

25. Human Resources (HR)

The Peer Challenge report highlights the need to consider our workforce planning and role and service redesign.

26. **Equalities**

No new implications. It highlights the importance of the transformation plan, focusing on those in greatest need, but also ensuring an offer by working with our communities to all vulnerable adults.

27. **Legal**

No new implications

28. **Crime and Disorder**

No new implications

29. **Information Technology (IT)**

No new implications

30. **Property**

No new implications

Risk Management

31. The Peer Challenge report provides an accurate reflection of Adult Social Care in York. There is a clear vision as to how we support our customers. York has great assets in its staff and communities and the action plan demonstrates how we are working to bring these together to create better outcomes for customers. The biggest mitigation of future risks, particularly in respect of the impact of demographic growth based increases in demand, is the commitment to our transformation programme.

Conclusions

32. The Peer Challenge has given encouragement to continue with further significant transformational change to a more personalised approach based on the strengths and assets of our communities. The action plan and in particular our 'Future Focus' programme will continue to drive this direction of travel.

Recommendations

33. On the basis of the analysis above, members are recommended to accept and consider the report and request updates on actions taken particularly in relation to the 'Future Focus' programme

Reason:

To provide further scrutiny to support CYC and partners in improving outcomes for people with care and support needs and developing the sustainability of the health and social care system.

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Report Approved Date 17/05/2017

Wards Affected:

All

For further information please contact the author of the report

Appendices:

Appendix 1: Safeguarding Adults Peer Review Action Plan

Abbreviations

ADASS – Association of Directors of Adult Social Services
HHASC – Health, Housing & Adult Social Care