

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT:	DASS KEY DELIVERY PRIORITIES - 2012 - 2014
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF ADULT SOCIAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to set out The Vision for the Department of Adult Social Services (DASS) for the next 24 months.
- 1.2 The report outlines the key priority areas for improvement for DASS which will underpin this Vision.
- 1.3 The report places these priorities in the context of the Peer Review that is due to take place in July 2012.
- 1.4 The report describes how the Departmental imperatives are aligned to the Wirral Improvement Priorities as agreed by Wirral Improvement Board in February 2012.
- 1.5 The report considers the use of the additional resources that have been allocated to the Department in 2012/13.

2.0 RECOMMENDATIONS

- 2.1 That Cabinet approve the key priority areas for DASS, the detail of which will be described in the Departmental Plan.
- 2.2 That Cabinet agree that the resources allocated to the Department in 2012/13 are invested in the achievement of these priorities.
- 2.3 That the report be referred to the Improvement Board for endorsement.

3.0 REASONS FOR RECOMMENDATION/S

- 3.1 To outline the Departmental contribution to the achievement of the Wirral Improvement Priorities.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Following an inspection by the Care Quality Commission (CQC) in May 2010 the Council's performance in safeguarding adults and increasing choice and control for adults with a learning disability, was judged to be "poor". The Council was rated "adequate" on making a positive contribution for adults with a learning disability. The Council's capacity to improve was categorised as "uncertain".
- 4.2 It is clear that a number of areas of practice were very poor and recent press reports together with whistle-blowing concerns have provided further examples relating to historic practice, which have highlighted the reasons for fundamental changes that were needed to improve practice and management within DASS.
- 4.3 The DASS Interim Director made fundamental changes to the DASS management structure in 2011 and was able to set the foundations for significant improvement in a number of areas, and to improve performance. The new management team, under a permanent Director, is taking a fresh approach in a number of areas of work. This will enable DASS to build upon the changes already made and make further improvements. These are reflected in the Departmental Plan 2012-2013 as well as in the priorities highlighted in section 5.4 of this report.
- 4.4 A key aim for the new team is to build partnerships and relationships, in order to learn from past poor performance and improve. The context for improvement is difficult, particularly in relation to the number of issues pertaining to past practice coming to light. It has been important to deal with these in order to move on. The attached letter (Appendix 1) from Peter Hay, President of ADASS to the Social Care Minister shows support for our improvement plan and for our capacity to improve, whilst clearly recognising the contextual difficulties that we face as a Council.

5.0 PEER REVIEW PROCESS

- 5.1 The original intention, following the implementation of an extensive improvement plan was for the Council to be inspected again, however, in July 2011 the CQC inspection regime was abolished and replaced with a system of "Sector Led Improvement". This meant that for Wirral to demonstrate its services were no longer "Adequate" the Department would be subject to a Peer Review rather than a CQC inspection.
- 5.2 Whilst preparing for this the Council received a report from Anna Klonowski Associates (AKA) into Corporate Governance. As a consequence, on 22 September 2011 Cabinet agreed to undertake a wholesale programme to assess the Council's governance arrangements and delay the Peer Review until July 2012.

- 5.3 It was not thought appropriate, however, to delay until the Peer Review any evaluation of the improvement work undertaken by DASS since the CQC inspection in May 2010. A decision was taken, therefore to undertake a "Self Evaluation" that would be validated by a Peer Challenger, nominated by Local Government Improvement and Development, the former Director of Adult Social Services in Oldham, Ms Veronica Jackson.
- 5.4 Ms Jackson's challenge recognised that enormous progress has been made during the year and that significant challenges remain which are largely around embedding and broadening the changes already made. Her views can be summarised as requiring more work to develop Safeguarding, Commissioning, Partnership Working and the wider Leadership of the Council.
- 5.5 The new Director agreed with the Local Government Association and the Association of Directors of Adult Social Services (ADASS) that in advance of the Peer Review that is to be carried out scheduled for July 2012, a further Peer Challenge should take place around Safeguarding. This was in order to ensure that practice change had been embedded. It has therefore been proposed to structure this around a number of nationally recognised Safeguarding Standards and to focus on the two domains of the Outcomes and Experiences of People and Service Delivery. The review will consider particularly the views and involvement of people using services and the responses of DASS staff to safeguarding planning.
- 5.6 As far as the Peer Review is concerned, it has been agreed that this will take place between 9 July 2012 and 14 July 2012. The Department will complete an updated self assessment by 8 June 2012. The Terms of reference of the Peer Review state that the purpose is:
- i. To evaluate the Department's progress in relation to key areas of performance which are identified below.
 - ii. To provide evidence which, once triangulated with that of the Peer Challenger, Department of Health and Care Quality Commission will be used to judge whether the Department is performing at a standard beyond "adequate", should that judgement still exist.
- 5.7 The review will focus on the following areas:
- i. **Safeguarding** in particular; performance management, the quality and consistency of practice, alignment of safeguarding and personalisation policies and procedures, the effectiveness of the Safeguarding Board and the role of Members including the use of Overview and Scrutiny.
 - ii. **Outcomes** in particular how well outcomes are being achieved and how much choice is available.
 - iii. **Commissioning** in particular; the development of a strategic approach to commissioning, the use of the Joint Strategic Needs Assessment (JSNA), the alignment of commissioning and budget strategies and the involvement of citizens.

- iv. **Partnership** in particular; NHS partners understanding of personalisation, the wider Council contribution to transforming services, the role of the Voluntary Community and Faith Sector in transforming services.
- v. **Leadership** in particular; recognised and active leadership by the council, the effectiveness of decision making processes including scrutiny, the management of risk, the approach to equality and diversity and the use of resources and workforce management
- vi. **Outward Focus** in particular; understanding and use of Adult Social Care Outcomes Framework (ASCOF), influence of Think Local, Act Personal (TLAP) and use of ADASS Safeguarding Adults Framework on policy and practice, performance management culture.

6.0 The Vision for the Department of Adult Social Services (DASS) for the next 24 months.

6.1 The Department has two main sets of strategic drivers, each of which form the basis of the Departmental Plan for 2012-13 -

- The Council’s Corporate Plan (‘Your Family’ section); and
- The (statutory) Adult Social Care Outcomes Framework (ASCOF).

Corporate Plan	Adult Social Care Outcomes Framework
Ensure vulnerable people in Wirral are safe and protected.	Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm.
Ensure that the widest possible options for care and support are made available close to where people live	Ensure that the people who use services have a positive experience of care and support.
Ensure that people can choose the care they need from a range of high-quality support services and options for care	Enhance the quality of life of the people who have care and support needs.
Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse	Delay and reduce the need for care and support.

6.2.1 In order to achieve these outcomes the Department needs to continue to transform services in line with personalisation, and to develop Safeguarding, Commissioning, Partnership Working and the wider Leadership of the Council within defined budget constraints.

- 6.2.2 Management capacity is strongly linked to the Departments ability to make the level of improvement required. Further discussion will be held with members regarding how additional investment in an improved management structure could contribute to improving policy practice and procedures, performance and business management processes. The Department would also benefit from a clearer focus on strategic commissioning. This would be used to inform members of changing need and aspirations, as well as plans to change the focus of provision to meet those needs.
- 6.3 Agreement has been reached with regard to the new post of Head of Safeguarding and Care Governance, which is currently being recruited to in order to embed good safeguarding practice, and quality standards across the sector including within commissioned services. The post-holder will also continue to ensure that adult safeguarding practice is based upon best practice in relation to children's safeguarding and national standards.
- 6.4 The Department's priorities will be to deliver the requirements identified above in a way that will
- Ensure that interventions are proportionate, timely and safe;
 - Ensure equal access to universal services exist within the Borough;
 - Improve wellbeing and quality of life for the citizens of Wirral;
 - Encourage people to find their own solutions;
 - Ensure closer working with individuals and organisational partners;
 - Focus on supporting people to make use of strengths and abilities, and their own resources wherever possible
 - Ensure that presented carers needs will be addressed; and
 - Ensure the best use is made of financial and staffing resources.

7.0. Key priority areas for improvement for DASS which will underpin this Vision.

- 7.1 In order to monitor progress towards achieving the vision set out above the Department has developed a number of projects to deliver improvement. These are all designed to achieve an ASCOF outcome (see above) and address areas that will be examined under the Peer Review. The projects also underpin the departmental contribution to the Council's Improvement Priorities as illustrated below:

WIRRAL IMPROVEMENT PRIORITIES

CORPORATE PLAN

Project to review and evaluate customer access to the Department's information sources.

Project to review processes related to Carers.

Project to review prevention services.

Project to address issues raised in the AKA Independent Review.

(An update will be made available for cabinet in relation to progress relating to issues arising from the AKA Report)

FOCUS ON CRITICAL SERVICE AREAS, SAFEGUARDING AND DEVELOPING THE LOCAL ECONOMY

Project to determine effectiveness of Safeguarding policies, procedures and governance arrangements.

A programme of service review projects including contracting activity; Day Services and personalisation

Projects to further develop the team around the adult approach including further integration with NHS partners

BUDGET AND FINANCIAL STABILITY

Ensure robust budget and commissioning processes are in place

Undertake the LGA-supported Care Efficiency Programme.

CORPORATE GOVERNANCE AND DECISION MAKING

The Peer Review of DASS will significantly overlap with that of the whole Council and processes will need to be aligned

Project to ensure there is sufficient capacity to deliver change.

7 Use of the additional resources that have been allocated to the Department in 2012/13

7.1 An amount of £500,000 has been allocated for safeguarding and £1.5m to develop the quality and range of services. It is proposed to deploy these resources in the following areas:

- £0.5m will be used to increase the quality of nursing and residential care settings.
- £0.5m will be used to commission a broader range of community based services to improve choice and control in the use of personal budgets. It will also enable us to support more people.
- £0.5m will be used to jointly commission with the NHS, Generic Domiciliary Care services to include night time cover.
- £150,000 will be used to boost capacity in safeguarding staffing
- £350,000 will be allocated in order to raise aspirations in relation to quality of provision and practice and will also be available to address any specific recommendations arising from the Peer Challenge exercise in May.

8.0 RELEVANT RISKS

- 8.1 The improvement plan is critical to the Department of Adult Social Services moving from the current “Adequate” rating and therefore departmental activity needs to focus on the identified key development areas.

9.0 OTHER OPTIONS CONSIDERED

- 9.1 Not applicable.

10.0 CONSULTATION

- 10.1 Specific projects within the departmental plan have formal consultation built in as a core requirement of the project.

11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 11.1 The future of Adult Social Services is bound very closely with working more effectively with Voluntary, Community and Faith Groups. Consultations and project plans will reflect close partnership working with the Sector.

12.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 12.1 This plan reflects the use of new monies it does not include at this stage the demographic challenge nor the changing aspirations of the people of Wirral. A more detailed needs analysis will be presented to Cabinet in September, as part of a cohesive commissioning approach.

13.0 LEGAL IMPLICATIONS

- 13.1 There are no specific implications arising from this report.

14.0 EQUALITIES IMPLICATIONS

- 14.1 EIA is important part of the Departmental Planning process and all necessary assessments will be completed as the project plans are developed.

- 14.2 There are no specific implications arising from this report.

- 14.3 Equality Impact Assessment (EIA)
(a) Is an EIA required? Yes
(b) If ‘yes’, has one been completed?

15.0 CARBON REDUCTION IMPLICATIONS

- 15.1 There are no implications arising from this report.

15.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 15.1 There are no implications arising from this report.

REPORT AUTHOR: **Graham Hodgkinson**
Director Adult Social Services
telephone: 0151 666 3650
email: grahamhodkinson@wirral.gov.uk

APPENDICES

Appendix 1 - (Letter from ADASS)



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Appendix 2 - (Draft Departmental Plan)



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SUBJECT HISTORY (last 3 years)

Council Meeting	Date