

CITY OF
WOLVERHAMPTON
COUNCIL

ASC Peer Challenge
Improvement Action Plan 2016
DRAFT

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Introduction, Governance and Context - Linda Sanders, Strategic Director

Wolverhampton City Council invited colleagues from the West Midlands Association of Directors of Adult Social Services to undertake a Peer Challenge of its Adult Social Care services in March 2016.

Four questions were identified by the Council for challenge. A Peer Challenge team attended Wolverhampton led by Peter Hay, Strategic Director for People in Birmingham City Council. The team met 60 Wolverhampton people – staff, partners, Council and other relevant colleagues. The Challenge included a Case File Audit.

The Peer Challenge Team shared their interim findings which they followed up with a letter received by the Council in late April. Arrangements are in place for their six Recommendations of the Review (included in the Action Plan) to be reported to the Council's Cabinet – Performance Committee in June. The findings of the Peer Challenge have already been shared with Managers and plans are in place for sharing with staff.

We have developed this Improvement Action Plan to show how we are responding to the Recommendations of the Peer Challenge. It is a high-level plan. The Action Plan will be formally monitored bi-monthly at the People Leadership Team. It will result in significant activity. Clearly, we have other detailed activity - such as our Dementia Strategy - which sit alongside this Plan. The People Leadership Team will provide the leadership for all connected workstreams.

Thank for all that you are doing to contribute to the success of the Council and the care, support and wellbeing of Wolverhampton people.



Linda Sanders - Strategic Director People

Peer Challenge Improvement Action Plan 2016

PEER CHALLENGE RECOMMENDATION 1:

1. *The compelling vision for the City could be enhanced by developing a stronger set of words and numbers connecting people and place with a clear plan for delivering improved outcomes and financial sustainability. The council should consider how it can better connect its work and plans on economy with its People commissioning Plans*

PEER CHALLENGE RECOMMENDATION 6:

6. *Further thought should be given to the capacity and capability required to focus on quality and disruptive innovation to maintain momentum on improvements and deliver the transformational and ambitious commissioning and partnership agenda that is required to deliver the financial and quality targets. As part of this the team believe the council should consider whether a thematic commissioning approach rather than a client group approach would be beneficial.*

REF	ACTION	TIMESCALES	LEAD	MILESTONES / MEASURE
1.1	Agree and implement an over-arching Commissioning Strategy for adult social care considering a thematic approach and building on developed intelligence from the JSNA, CCG analysis, assets and Wolverhampton approach to local economy and housing	<i>By end 11/16</i>	<i>Integrated Comm Board (LS/TI/VG)</i>	<ul style="list-style-type: none"> • <i>Produce ASC Commissioning Strategy.</i> • <i>Detailed reports/ Presentation to PLT / SEB / WHWBB</i>
1.2	Link ASC Commissioning Strategy to establishment of overall new Quality Strategy for the People Directorate as part of a wider Q.A. Framework. This will include case file audit for a consistent quality and innovation method connecting to approach in children and young people	<i>By end 11/16</i>	<i>Integrated Comm Board (LS/TI/VG)</i>	<ul style="list-style-type: none"> • <i>Produce a new Quality Strategy for People Directorate</i> • <i>Produce and implement a Quality Assurance Framework including Case File Audit</i> • <i>Detailed reports/ Presentation to PLT / SEB / WHWBB</i>

1.3	Use ASC Commissioning Strategy development to update and implement re-energised approach to personalisation including for children and young <i>people</i> .	By end 11/16	Integrated Comm Board (LS/TI/VG)	<ul style="list-style-type: none"> • Agree target for increased PBs and Direct Payments and monitor • Roll-out of Development Programme for staff • Reports/ Presentation to PLT / SEB / WHWBB
1.4	With Skills for Care, undertake a care sector employment skills analysis and workforce plan for City of Wolverhampton in context of <i>Wolverhampton 2030</i> Vision to connect people and place more securely	By end 07/16	BC	<ul style="list-style-type: none"> • Produce report connecting “people” and “place” issue and contribution of social care to the economy • Reports/ Presentation to PLT / SEB
1.5	Pursue the commissioning / demand management consultancy requirements to further develop and accelerate the TASC proposals further to influence the JSNA. Link to 2.1 below.	By end 06/16	LS/MT	<ul style="list-style-type: none"> • Finalise consultancy requirements • Establish programme
1.6	Review current draft People Directorate Commissioning redesign proposals embracing a thematic organisational model	By end 09/16	LS/TI/VG	<ul style="list-style-type: none"> • Reports/ Presentation to PLT / SEB / WHWBB

PEER CHALLENGE RECOMMENDATION 2:

2. *The council should consider further shaping a shared approach across health, social care and housing that would include*
- *Debate at the Health and Well Being Board and agree what the offer to delivering the City vision is across all ages including considering whether the challenge for Wolverhampton on older people is really a public health challenge and how this perspective might inform the commissioning activity to deliver the city vision*
 - *Explore the role of adult social care leadership and commissioning activity to work with the Acute NHS provider, and the CCG to deliver changes that would support greater investment in community health and social care*
 - *Embedding public health leadership, with the skills and knowledge it brings including evaluation techniques at the heart of people commissioning*
 - *Agreeing and putting in place with partners the right leadership capacity to enhance and connect people and place based commissioning, including the delivery of the combined health and social care and continuing care workstream*
 - *Strengthen plans from a health and well being perspective for future housing (social and private) to reflect the needs of the city and your ambition*

REF	ACTION	TIMESCALES	LEAD	MILESTONES / MEASURE
2.1	As part of WHWBB agreed re-design, update the Joint Strategic Needs Assessment for older people in Wolverhampton incorporating the outcome of Demand Management work. Link to 1.5 above.	By end 10/16	Integrated Comm Board	<ul style="list-style-type: none"> • Draft to PLT / SEB • Final Draft to WHWBB
2.2	Utilising 2.1 above, make detailed recommendations for strengthening community assets and their use as part of the commissioning offer workstream of TASC	By end 10/16	Integrated Comm Board	<ul style="list-style-type: none"> • Draft to PLT / SEB • Final Draft to WHWBB
2.3	Share public health SUIT approach for updating of People Adult Social Care Commissioning Strategy Link to 1.1. above	By end 06/16	RJ	<ul style="list-style-type: none"> • Ensure integrated into Reports/ Presentation to PLT / SEB / WHWBB

2.4	Ensure that the interface with the CCG/NHS Providers is integrated into production of an over-arching health and social care Commissioning Strategy to drive integration (Link to 1.1 above)	<i>By end 02/17</i>	<i>Integrated Comm Board (LS/TI/VG)</i>	<ul style="list-style-type: none"> • <i>Agree approach with CCG</i> • <i>Engage stakeholders and develop strategy</i> • <i>Report to the WHWBB</i>
2.5	Consolidate existing activity re future housing in the City for people needing support of adult social care through implementation of Housing Board plans.	<i>On-going.</i>	<i>Housing Board</i>	<ul style="list-style-type: none"> • <i>Housing Board debate of Improvement Action Plan</i> • <i>Establish direction / next steps</i>

PEER CHALLENGE RECOMMENDATION 3 :

3. *Where contract law changes allow, rapid shifts to an Individual Budget approach should be implemented, and a clear plan to deliver accelerated personalisation and a shift away from case management should be developed to support demand management and improve service user experience*

PEER CHALLENGE RECOMMENDATION 4:

4. *The recent redesign of process including forms is recognised by the peer challenge team; however the PSW should also prioritise addressing the cultural change needed to change practise including the low level of carers assessments.*

PEER CHALLENGE RECOMMENDATION 5:

5. *The connection between commissioners and social workers needs further development, and the case management system needs to increasingly reflect the intentions to offer more alternatives and greater intelligence on demand and outcomes.*

REF	ACTION	TIMESCALES	LEAD	MILESTONES / MEASURE
3.1	Block contracts: build on achievement of ending first Block Contract, embed up-dated commissioning approach through move from remainder of block contracts to wider range of approaches to support personalised experience, Individual Budgets	By end 07/16	Commissioning Leads / HM	<ul style="list-style-type: none"> • <i>PLT report re Individual Service Funds approved 09/05 including end of a Block Contract (Achieved.)</i> • <i>Further progress updates to PLT to be scheduled</i>
3.2	Update, and implement organisational culture development programme with the development of Q.A. Framework which incorporate case file audit to create shift in practise from care management to asset-based approach accelerating move to personalisation.	By end 03/17	TI / VG & PSW	<ul style="list-style-type: none"> • <i>PLT report re Individual Service Funds approved 09/05 supports acceleration to personalisation (Achieved.)</i> • <i>Further progress updates to PLT to be scheduled confirm with PLT</i>
3.3	Based on review of Carers Offer / Carers Diagnostic, update the Carers Strategy and agree discrete actions and targets for increasing the number of carers assessment .	By end 03/17	TI/VG	<ul style="list-style-type: none"> • <i>PLT report re Individual Service Funds approved 09/05 develops model (Achieved.)</i>

				<ul style="list-style-type: none"> • <i>Agree targets for Carers Assessments</i> • <i>Further progress updates to PLT to be scheduled</i>
3.4	To confirm and implement innovative organisational / process development programme for the Social Work / Commissioners interface. .	<i>By end 09/16</i>	<i>TI / VG PSW</i>	<ul style="list-style-type: none"> • <i>Design organisational development programme</i> • <i>Report to PLT.</i>
3.5	Complete programme to revise assessment forms and processes through engaging with staff and other council experts to improve the care management system, evaluate progress	<i>By end 12/16</i>	<i>HM/ICT/ ASC Managers</i>	<ul style="list-style-type: none"> • <i>Assessment forms streamlined. (Achieved)</i> • <i>“New Ways of Working” Project overseeing systems/processes: report to PLT 09/16 and 12/16 with milestones met on implementation</i>

END OF PLAN