

## **CQC Inspection Action Plan: Recommendation 1**

*The council and its partners should develop a communications and engagement strategy that ensures people who use services, carers and members of the public know how to report abuse and know how to keep themselves safe.*

### Activity to Date

#### **1. Strategic Overview**

This action sheet and those which follows focus on the KASS activity. However it is to be noted that much of this activity is being co-ordinated with other partners on the Safeguards Board. This is being overseen by a group set up by the Board to monitor progress on the implementation of the Inspection Action Plan.

Within KASS the Steering Group originally set up prepare for the Inspection has continued to meet and monitor the implementation of the action plan. SMT and AMT's are updated regularly on progress and both Areas have groups in place to ensure the recommendations are being implemented locally. Progress on the Action Plan has been reported to members through our internal core monitoring processes which are reported regularly to Cabinet and to the Overview and Scrutiny Committee.

#### **2. Public Involvement Strategy**

The Public Involvement Strategy is being developed with the public. We have seen the development of this action in 3 stages:

1. Scoping the strategy with the public and key partners
2. Drafting the plan
3. Sign off and implementation

To date much of the activity has been focused on stage 1 of the plan which has included:

- A wide programme of meetings to involve the public. This has involved an extensive schedule of meetings with a range of groups across age / gender / disability and ethnic origin. It has also featured as a key part of the carers action plan
- Working with partners – for example the multi agency group set up by the Safeguarding Board to deliver the action plan
- We are also using other methods of communication such as articles in our Step By Step publication, public involvement web page and articles.

The sessions with groups are planned individually to meet the needs of the groups but do have the following elements in them.

- How do people want to work with us
- Safeguarding
- Information – Right Time, Right Place, Right Method.
- Self Directed Support.

**3. Information** – how people get information about safeguarding, our services and how to be involved with KASS is a key factor in the delivery of this recommendation – this is covered in more detail in the update on Recommendation 6.

#### Further work planned

- Drafting of the strategy with an editorial group of members of the public - followed by further consultation
- Implementation and monitoring the impact / outcomes of the strategy
- A Safeguarding Awareness week – to raise the profile of safeguarding with the people of Kent
- Ensuring strategy is linked into core business
- Review plan for the strategy with the public
- SCRG – monies from this grant will be used to stimulate community engagement with a focus on BME and hard to reach communities
- The Kent Total Place pilot is focused on improving services to the customer, reducing duplication and improving efficiency across the public sector.

### **CQC Inspection Action Plan: Recommendation 2**

*The council and its partners should develop an adult safeguarding workforce development strategy that includes a competency-based framework.*

#### Activity to Date

- Competency-based framework drafted - all partner agencies involved in its development and are committed to making it a part of their workforce strategy
- Safeguarding is a key element in the KASS workforce development strategy
- BME issues embedded in safeguarding training
- Safeguarding issues are embedded into Self Directed Support training

#### Outcomes

- BME issues are embedded in safeguarding training
- Safeguarding issues are embedded into Self Directed Support training
- Each agency has its own workforce development strategy which has a safeguarding section, which is competency-based
- Draft competency-based framework has been developed with partners

#### Further work planned

- Comments from partners regarding the competency-based framework will be incorporated into the final document
- Competency-based framework will be finalised and published – timescales to be agreed by the safeguarding adults sub-group
- Safeguarding Board will put together a multi-agency workforce development strategy
- Safeguarding Board will ensure that the overarching strategy has robust links to safeguarding

- Kent Integrated Local Area Workforce Strategy (InLAWS) - an overarching workforce strategy is being developed which will incorporate safeguarding, quality and regulation as Section 6

### **CQC Inspection Action Plan: Recommendation 3**

*The council and its partners should analyse the high number of inconclusive outcomes of safeguarding alerts in order to inform future practice.*

#### **Activity to Date**

- Audit 28<sup>th</sup> September analysed cases on spreadsheet presented to CSC/ CQC for inspection which identified inconclusive outcomes
- Report compiled regarding the outcome of the audit and recommendations made regarding the terminology used when recording outcomes of cases
- Findings discussed by the Area Management Teams and a multi-agency group. Agreed measures to inform future practice are in place
- Data Quality reports being used in supervisions to review outcomes and the level of data quality
- Personnel and Development Review Board – meeting on 25 November discussed the process for updating the overarching KASS supervision policy as well as the need to review underlying policies. A timetable will be established for this piece of work
- Outcomes of the work have been shared with the Safeguarding Board to embed learning points from this exercise

#### **Outcomes**

- Following the audit, a report was compiled which made recommendations that the terminology used to record outcomes be changed. These changes can be easily converted back to DH terminology
- Better understanding of the reasons for the number of inconclusive cases
- Follow up investigations have been carried out on individual cases
- Partners are better informed as a result of the lessons learnt
- Safeguarding training information has been and will continue to reinforce the message as a result of the analysis
- Management oversight and practice monitoring systems are in place including supervision, peer reviews and Good Practice Groups
- The overarching KASS supervision policy is being updated and will include Self Directed Support and safeguarding

#### **Further work planned**

- A programme of audits will take place to ensure consistency of recording outcomes
- Data Quality indicators will continue to be developed
- KASS supervision policy will be updated and will include safeguarding and Self Directed Support
- Multi-agency policies will continue to be reviewed

## **CQC Inspection Action Plan: Recommendation 4**

*The council should review both the need for and the capacity of advocacy organisations to support and empower people through safeguarding processes, especially during the investigative process or where support needs are long term.*

### **Activity to Date**

- Advocacy captured within SDS Project Plan as a workstream
- Mapped advocacy services in the County. This will be followed up with a plan for ensuring that services to support those engaged in safeguarding are available, accessible and of good quality
- Following this mapping, there will be a pilot project in East Kent with a focus on safeguarding in Ashford in partnership with an advocacy service
- Developing a proposal to commission Advocacy Services for people with Dementia
- East Kent have developed a series of recommendations, including identifying longer term support for individuals following completion of safeguarding concerns and to gain feedback from clients expressing their views on the need for advocacy in safeguarding
- Undertaken a mapping exercise linked to the renewal of voluntary organisation agreements. Proposals will be brought to the Commissioning Board
- Co-ordinated Advocacy services for people with learning disabilities in place Kent wide, contract cover support in and around safeguarding. Commissioned by LDDF
- Mental Health have undertaken a mapping exercise
- Built-in support through the Independent Mental Capacity Advocate (IMCA) provision for certain people in some safeguarding cases

### **Outcome**

- Mapping exercises have been undertaken across Kent – which are being used to evaluate the level of advocacy in Kent
- Voluntary organisation agreements have been revised following mapping exercises
- LDDF has commissioned co-ordinated advocacy services for people with learning disabilities across Kent
- Vulnerable adults going through the safeguarding process can have an independent advocate to represent them

### **Further work planned**

- Outcomes of mapping exercises will inform future commissioning across Kent
- Money has been allocated within SCRG to increase capacity for advocacy with a focus on safeguarding during 2010/11
- As part of the allocation of SCRG monies, advocacy services for people with Dementia will be commissioned

## **CQC Inspection Action Plan: Recommendation 5**

*The council should work with family carers to develop better access to appropriate information, advice and services to support them in their caring role.*

### Activity to Date

- A Carers Action Plan has been developed to address this recommendation. Plan will be reviewed every six months
- Events list to be published on Kent Carers website
- Gateways are used as places where people can access information
- Carers development programme commissioned from Foundation for People with Learning Disabilities will support Family Carers to work closer with KASS
- Kent Carers Emergency Card - just over 1000 carers have registered with contingency support plans in place
- Deaf Carers project. Royal Association of Deaf People have been commissioned to undertake a Carers Project with the Local Deaf Community

### Outcomes

- Carers Action Plan developed to address this recommendation
- Carers Policy promoted via 'floor walk' exercises across Localities
- Information published on carers website
- Carers are able to activate contingency plans when crisis develops via the Kent Carers Emergency Card
- Voice of carers informs commissioning of carers services

### Further work planned

- Review Carers Action Plan every six months
- Information will continue to be provided in Gateways and other key locations
- Information will be published on Twitter and Facebook sites
- Documents on carers website will be translated into BSL
- Proposal to introduce Carers Support Planning Policy and Carers Outcome Focused Review Policy
- Conduct the next series of carers survey (2010) to inform trends
- Publish Carers Annual Report
- Inform the work of West Kent NHS on their NHS Support for Carer Demonstrator pilot
- Link with the work on the Kent Dementia Demonstrator pilot
- Evaluation of carers assessment pilot sites – a report will be taken to KASS SMT in January 2010
- Carers User Experience Survey

## **CQC Inspection Action Plan: Recommendation 6**

*The council should implement a clear public information strategy that includes information distribution and improved signposting by staff to ensure that people are made aware of the range of preventative services available.*

### Activity to Date

#### **Print**

- Draft directorate communications strategy presented to SMT mid November will help achieve a more controlled and consistent approach to directorate communications
- Reviewing printed publications. Considering audiences and formats in which they prefer to receive their information – this enables us to be better equipped to take decisions regarding platforms, formats and volumes
- Not allowing any re-prints of existing materials without full justification

#### **Information, Advice and Guidance**

- Policy published in September 2009. Written with involvement of members of the public, service users, carers and representatives from voluntary organisations

#### **Web**

- Work on a new website for KCC is now at an advanced stage.
- Programme to review all KASS entries on website
- Kent Learning Disability Partnership Board has an independent website linking across 12 Districts and includes signposting

Other projects include:

- County Show – communications survey
- KASS Strategy feedback
- “Signpost Kent” – Consortium of Mental Health providers have developed an information resource
- East Kent and West Kent hard copy directories
- ‘Around the World in Ashford’ Event
- Gateways
- *Gateways Satisfaction*: National One Stop Shop Benchmarking Group Survey in April 2009.
  - Maidstone – 99% satisfaction
  - Tenterden – 97% satisfaction
- A consistent Customer Satisfaction Survey was conducted across the Gateway Network in October 2009. These results are currently being collated and will be available shortly

We continue to look at a range of methods to enable people to have information about available support and social services and safeguarding. These include the work of Care Navigators and Community Information and Liaison Assistants (CILAs)

- **Care Navigators** provide a brokerage service that supports people to select the most appropriate service to meet their needs ensuring they can access information on different services available
- **Community Information and Liaison Assistants (CILA)** support the availability of information resources within the community as well as the facilitation of ad-hoc groups to support independence and wellbeing

### **Care Navigator - Changes in 09/10**

- Now extended from 6 to 12 staff with all Care Navigators (CN) trained to support brokerage via National Development Team (NDT)
- Role extended to enable persons over 50 who are not eligible for KCC services to be assisted, using brokerage, to purchase services using funds other than a personal budgets (KCC assessed funding allocation). This for example could be the direct purchase of a service through their private funds
- Extension of the scope and life of the contract has enabled direct access to persons regardless of their status

### **Community Information and Liaison Assistants**

- Extension of scope and life of the contract post POPPs funding (DH pilot) to March 2011
- Role has been extended to support electronic mapping to better support future commissioning decisions and provide direct access to existing services for community residents and service providers
- Electronic mapping will also support Total Place
- Continual development of communities via partnership working.

### Outcomes

- Information, Advice and Guidance policy published
- Draft directorate communications strategy has been developed
- Printed publications have been reviewed
- New website developed to ensure easier access to information.
- Hard copy directories have been produced by East Kent and West Kent
- Kent Learning Disability Partnership Board independent website includes signposting
- County Show was used to conduct a communications survey and was also an opportunity to provide information to members of the public
- Through Community Information and Liaison Assistants (CILA), delivery of health promotion activities that has extended to support one to one cooking aimed at marginalised communities or targeted at specific clients such as widowers

### Further work planned

- Public involvement sessions
- Out and About project
- KASS Strategy will be developed and published
- Move away from service orientated content and instead focus on collating relevant and related information based on audiences and life events

- Information will continue to be provided in Gateways and other key locations
- Carers information and forums on the internet – carers website, Twitter site and Facebook site will be kept up to date with latest events and communications for carers
- CILAs are doing 2 pieces of work that directly support the Information/Advice element of their service. These are:
  - a) compilation and production of service directories (available electronically and in hard copy)
  - b) mapping provision of services in localities to extend information in above.
- CILAs are meeting in January 2010 to ensure that they have universal information about services, as well as share any new information that they become aware of
- CN/CILAs integrated with SDS developments, including via Kent Contact Assessment Service (KCAS).

### **CQC Inspection Action Plan: Recommendation 7**

*The council should ensure that it monitors the outcomes for people signposted on to other services to inform commissioning plans.*

#### **Activity to Date**

- For people signposted to other services, name/address/reason for contact and action taken are recorded on KCAS duty log
- KCAS have determined how outcomes can be monitored for people signposted to other services. A survey will be undertaken by KCAS in February with people signposted to other services to establish the outcomes of signposting. The outcomes of this will be fed directly into commissioning and business planning in the Localities
- KASS has a system in place for recording personal outcomes, through assessment and support planning processes. This information enables us to develop preventative services in the voluntary sector based on what we know is working well for service users
- Outcome focused review policy developed
- We are working with the voluntary sector and providers to have a better understanding of outcomes of their services, particularly those non care managed services
- We have worked with Age Concerns and LINKs to identify quality of care and outcomes as determined by service users through individual focus groups
- Swanley Development Programme has reported back findings of a programme of Person Centred Planning and signposting towards mainstream services for people with learning disabilities
- We have undertaken mystery shopping exercises and CILAs and Care Navigators follow up with written questionnaires. This will give us a clear understanding of people's experiences of these services to inform the development of current and future services
- Learning Disability service users are also engaging in mystery shopping of community facilities and services

- QAF been developed and is public facing on the Online Directory – first release tested with dates being established for further enhancement

#### Outcomes

- Quality of care and outcomes as determined by service users have fed into the new specification with voluntary organizations
- Working more closely with LINKS to identify quality of care and outcomes through a range of methods including the feedback LINKS receive and individual focus groups with service users
- KASS will be able to learn from the outcome focused review policy which elements could be used to measure outcomes for people who are signposted to other services. Links to work in progress to develop an outcomes based strategic commissioning model

#### Further work planned

- Outcomes based strategic commissioning model will continue to be developed, involving the public, especially the people who take up the support we offer
- Continue to encourage voluntary sector to work more closely with social care providers
- Continue to engage with LINKS in order to work together to gain feedback from people about their experiences
- Continue to engage in mystery shopping and follow up with written questionnaires

### **CQC Inspection Action Plan: Recommendation 8**

*The council should ensure that its diverse communities are effectively involved in commissioning processes so that services are sensitive to their needs.*

#### Activity to Date

- BME Summit (WK). Joint working with NHS West Kent. Purpose of Summit is to engage the BME sector directly in order to identify the extent to which current services meet the needs of the BME population, provide information on safeguarding, to find out the effectiveness of this communication for them, provide information on available services and determine their needs and engage them in service design
- As part of developing a new public involvement strategy a range of meetings are being held with key ethnic minority groups and organisations across the County - part of this work is to involve them in commissioning processes
- Equalities and Diversity issues has been identified as key priority of SDS delivery in both East & West Kent
- The Performance group and SDS are developing an outcome based strategic commissioning model. The development of this model will include active involvement of citizens and those from diverse communities will be a key feature of this model
- Mapping is taking place to pull together information on population and BME communities

- Further work is in hand to map Social Enterprises in Kent and Medway and part of this to identify those who particularly support the BME sector
- Mental Health Community Development Workers engagement with BME communities
- Specific LDDF commissioned advocacy development post for BME communities for people with learning disabilities and their families
- Directorate Equalities Group taking a key role in supporting the delivery of this recommendation
- Deaf Carers project. Royal Association of Deaf People have been commissioned to undertake a Carers Project with the Local Deaf Community
- Redrafting of Culturally Competent Care to ensure that it is relevant to SDS and the current position of social care
- Good Care Guide being developed for LGBT
- Programme of customer impact assessments for all new policies, guidance and tools which support the implementation of SDS

### Outcomes

- Mental Health Community Development Workers engage with BME communities
- Continue to work with BME groups to assist Ashford International Association and develop community lunches
- Continue to support Diversity House
- Specific LDDF commissioned advocacy development post - developing better links with Sikh and Bangladeshi communities, linking them with both statutory and voluntary sector organizations

### Further work planned

- An outcome based strategic commissioning model will be developed, which will include the active involvement of the public, including those from diverse communities
- Public involvement sessions with diverse communities will continue to take place to discuss the Public Involvement Strategy and this will feed into commissioning processes
- Stakeholders will be actively engaged in reviewing and updating Kent Equalities Strategy
- Locality Managers will continue to engage with BME communities in their area in liaison with Health and District Councils
- Ensuring that people have access to culturally appropriate brokerage services
- Following the BME Summit, a report will be written pulling together the outcomes which will directly inform strategic and locality commissioning
- Specific LDDF commissioned advocacy development post - further work is planned, mainly within the North West of Kent, to see how links can be created between strong local groups and decision makers/influencing groups (KASS / District Partnership Groups / Partnership Board)

## **CQC Inspection Action Plan: Recommendation 9**

*The council should ensure its partner agencies have a clearer understanding of the new self-directed support approach and build their capacity to flexibly respond to people's individual needs.*

### **Activity to Date**

- Bulletins updating partners of developments with regards to Self Directed Support – also sent to District Councils and Health
- Appointment of area specific project managers to support work with partners
- Area Directors have written to all Chief Executives of the District Councils and NHS partners to advise of the change in working practice. Private and voluntary sector have also been written to
- Meet monthly with local partners, including representatives from the Kent Community Care Association, Kent Centre for Independent Living (a ULO) and other stakeholders
- Engaged with a number of domiciliary care organisations across Kent, who provide new enablement services. Provided free training for domiciliary care staff to deliver the new Enablement contract and continue to meet with and support them
- Active engagement with voluntary sector organisations to ensure they understand personalisation and the required changes to their businesses
- Presentations being delivered to District Councils and voluntary sector forums regarding personalisation
- East Kent brokerage pilots and bulletin for all staff – recent award ceremony for trained brokers. Brokers have attended EK management exchange to talk to staff
- Significant investment from LDDF in Community Capacity Building projects in Tunbridge Wells, Sevenoaks, Tonbridge and Malling, and Swale
- Investment of LDDF in the creation of Community Interest Company to engage with brokerage and support individuals to maintain personal budgets
- Development project in conjunction with DH and SHA to increase and co-ordinate the social enterprise sector in Health and Social Care. Life Challenge - project managed by Kent and Medway Social Enterprise Network
- A number of short films have been produced, focusing on the Kent Card, Direct Payments, Equipment and the Enablement Service – these are being used in the broader context of promoting Self Directed Support including meetings with partners
- A great deal of work is underway with Age Concerns as part of a directorate process led by Oliver Mills, Managing Director
- Meeting with voluntary sector on 14 December to discuss personalisation and this will lead into a review and renewal of service/grant agreements

### **Outcomes**

- All brokers receive safeguarding training
- All brokers have been CRB checked

- Bulletins updating partners of developments with regards to Self Directed Support have been produced. These have also been sent to District Councils and Health
- Partners advised of the change in working practice
- Area specific project managers have increased capacity to deliver key messages around Self Directed Support
- Training delivered to domiciliary care staff to enable them to deliver new contract
- Community Capacity work well advanced now in Sevenoaks with good in-roads being made with many small community organisations as well as with larger, more public/community organisations – Sensio, BT, Libraries, District Council, VAWK etc
- Tunbridge Wells, Tonbridge and Swale - good local steering groups formed and beginning to show gains with smaller community organisations such as churches and local interest groups. District councils engaged throughout
- Ashford LD Community Interest Company has begun to work very clearly on brokerage and is currently supporting 20+ people with person centred planning towards the development of Support Plans. This is closely linked to both the Good Day Programme and to the Brokerage Pilots in East Kent. The Community Interest Company now has an established base with a library and information point, plus meeting rooms and facilities. The Community Interest Company is also providing low levels of paid work for 10+ people with learning disabilities
- Life Challenge Project was recently launched by partner agencies and celebrated the opening of an Enterprise Hub in Herne. The project has mapped Social Enterprise activity across the Health and Social Care sector in Kent and revealed a very active sector in Kent; 400+ social enterprises are currently operating in Kent

#### Further work planned

- Short film clips to be incorporated into a DVD for Kent TV and for use at partner/public facing events
- Bulletins will continue to be produced to keep partners informed of developments with regards to Self Directed Support
- Meetings with stakeholders will continue at a locality level and will develop into part of a market development system
- Self Directed Support Strategy for Mental Health services will be developed
- Work continues with both Health and Social Care Commissioners to look at the use of Social Enterprise to gain increased and demonstrated Social Return on Investment
- Development of a strategic commissioning model to include market development, community capacity, public involvement, quality management and service development led by needs and preference
- Work is planned to bring providers and service users together in meetings to seek to inform future service development and a consistent dialogue, capture of information and responsive market

- We are revising and implementing new provider forums with the help of Kent and Medway Care Alliance. These will be largely self-managing groups but we will support them
- Where these currently exist, Self Directed Support is consistently on the agenda and District forums have had specialist Self Directed Support presentations
- Contracting and Heads of Service ensure that provider visits include an update of Self Directed Support and there are many visits taking place as part of the inductions for Heads of Service new in post to their localities and, for instance, the new dementia strategy is being developed