

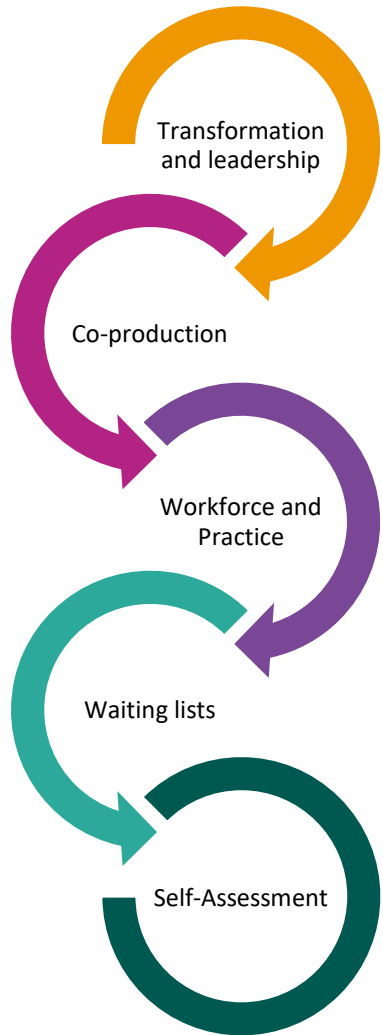
LGA Peer Review Feedback & Action Plan

August 2024

**Ambitious Stockport,
creating opportunities
*for everyone***



5 key messages



Transformation and leadership

- Strong financial position and vision set out in the One Borough Plan and One Health and Care Plan with clear commitment to Adult Social Care
- The DASS and Assistant Director team are well-respected and set clear direction but ensure this is 'led from every seat' - all senior leaders and team leaders have a key role to play so this becomes a consistent reality for the workforce and for residents
- Leave the past in the past – look to the future and the good system working and commitment that exists in Stockport
- Continue to reduce use of residential beds and orientate more to keeping people living well in their own homes and neighbourhoods by e.g. improving the intermediate care offer

Co-production

- Strong foundations and clear commitment to co-production with positive strides taken but now develop a clear plan with realistic and specific initiatives
- Use I and We Statements in everything the Council does to demonstrate commitment to putting people at the heart.
- Measure impact of initiatives from the outset
- Use the expertise of providers and build on strengths-based outcome focussed commissioning and delivery to move to a co-production approach to the care market

Workforce and Practice

- Staff spoke highly about working for Stockport and what they were proud of and were supportive of why change was needed but some gaps in understanding and difficulties in transitioning necessary change to 'business as usual'
- Operational leaders need to create the conditions to enable practitioners to work in a strength-based way with the right systems in place and within a framework of professional autonomy and accountability
- Benchmark caseloads and activity levels with other councils to understand and model capacity, demand and throughput
- Expand professional leadership to include a Principal Occupational Therapist to accelerate maximising independence and driving Technology Enabled Care ambitions
- Improve system data and oversight to ensure data drives decision making

Waiting Lists

- Focus immediately on addressing and reducing risks around waiting lists
- Focus on earlier conversations and enhancing prevention
- Expedite reductions through additional short-term financial investment

Self-Assessment

- You know yourselves well and your self-assessment and ambitious improvement plan sets this out clearly.
- Strengthen your self-assessment by describing the impact of Adult Social Care and the difference being made to the residents of Stockport e.g. by including case studies and perspectives of people with lived experience

Peoples experience

About the involvement of specific social workers: "very happy" "brilliant" "she has been amazing"

Positive examples of necessary actions being completed in a timely way at first contact

Some good examples of strength-based practice and working with people to identify their outcomes

One resident said they had the opportunity to indicate the type of support worker that would suit him and he has a good relationship with him spanning 2-3 years

A good example of working with multiple safeguarding concerns raised due to self-neglect

Another resident said they knew where to go for information via his social worker or his support worker. He said he was treated with dignity and respect and staff were reliable and professional.

Consideration of the need to use Advocacy and mental capacity in assessment support planning was varied.

One resident spoke about his experience in 'unsuitable' interim housing arrangements whilst waiting for more appropriate accommodation

One resident said he didn't feel his circumstances were well understood because of the high number of staff he spoke with

One resident said they would have liked Stockport to consider his communication needs better in obtaining feedback from him as part of the Peer Review

Some cases were more needs focussed than outcomes focussed and had generic outcomes which were not personalised

It wasn't always clear if conversations are taking place directly with the person or if they have been involved in decisions

It was unclear if the ICB and local authority had undertaken joint reviews where joint funding was in place

Summary of findings by theme

Prevention

Continue to develop what is available in the community to help people to remain independent in their own homes for as long as possible. This includes, but is not limited to, good quality information and advice, technology enabled care, short breaks for carers, adapted housing and reablement.

Practice and workforce

Continue to drive forward a positive learning culture and embed consistently high standards of practice and customer care. Continue to develop clear pathways and guidance for people and practitioners. Increase quality monitoring through audits and learn from feedback from people.

Waiting times and waiting well

Continue to manage waiting times in adult social care to reduce risk. Improve peoples' experience whilst they are waiting with good quality information, communication and early help. Monitor performance and throughput, and benchmark against other local authorities.

Commissioning and brokerage

Continue to develop the diversity of the care market. Review the services and housing available to meet peoples needs with a focus on reducing use of residential care. Improve your brokerage and commissioning processes to improve choice and control for people.

Strategy and leadership

Continue to communicate the vision. Support greater resilience to maintain the pace of change: your vision and improvement plan need to be become a reality for your workforce, partners and people. Further promote the valuable role that Occupational Therapy plays in promoting independence by introducing a Principal OT role.

Communication

Help everyone to understand why change is necessary. Leaders at all levels have a key role in ensuring consistent messaging to support clear understanding of vision and delivery in adult social care. Develop clearer pathways which are understood by all and consistently applied.

Data, impact and outcomes

Ensure all your teams have access to data and use this to inform decision making. Embed and develop your reporting capabilities and performance framework. Ensure that you demonstrate the impact and outcomes for individuals of the changes that you have made.

Inclusivity and co-production

Continue to develop co-production with an ambitious but realistic plan. Monitor and assure yourselves of equity of approach in practice and the impact of training. Support teams to understand their local areas and ensure the voices of all communities are heard.

Continue to monitor and ensure appropriate and equitable use of resources to maintain financial and resource sustainability

Prevention as ONE System

- Great progress with prevention under Neighbourhoods & Prevention Programme and Gloriously Ordinary Lives but recommendation to go further and build on this great work
- How?
 - ***No wrong door - good information and advice about health and care prevention should be provided by all parts of the system equally***



Impact vs Cost as ONE System

- Collectively, we have a lot of preventative knowledge and provision
- The impact could be a reduction in inappropriate referrals between system partners
- This will support with system demand and ensures each part of the system can meet the needs of those who most need it

Should we agree guiding principles as a partnership at the development session of the Locality Board (30 October) on System-wide Prevention



Waiting Lists - addressing and reducing risk

Quote from the LGA Peer Review final report;

“An immediate focus should be on addressing and reducing risks around waiting lists for Assessment, Review, Occupational Therapy (OT) and DoLS. Whilst not a long-term solution, the Council is in a position to expedite change through short term capacity, but this will require investment and an agile approach to procurement.”

What are we already doing?

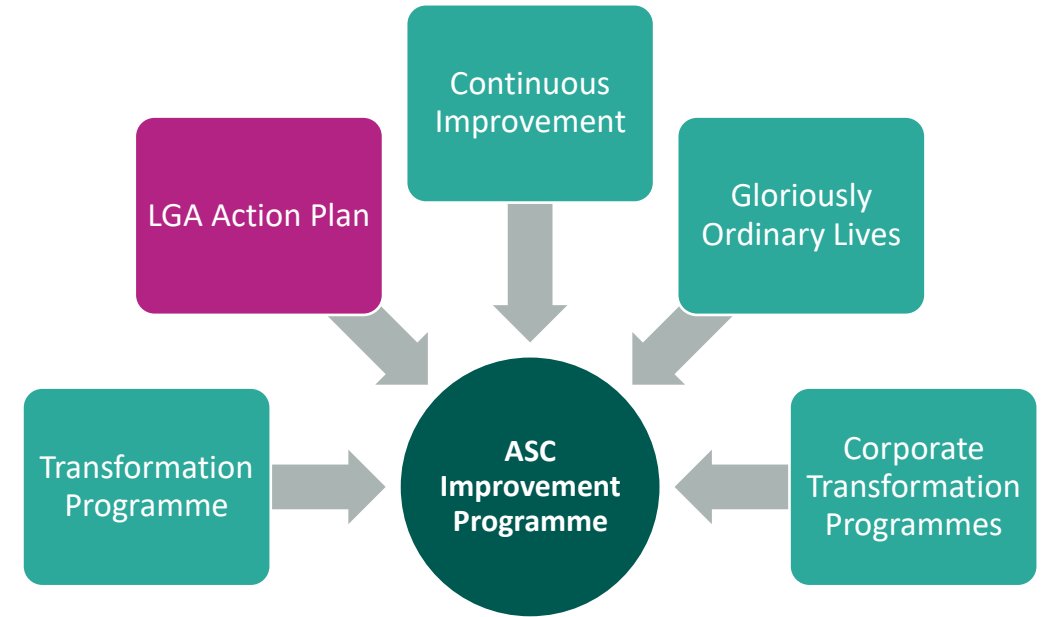
- Implemented changes to DoLS process to improve efficiency
- One Stockport Local appointments and Stockport Local leads identified for each area.
- Building capacity through the introduction of Senior Social Worker posts and a new management structure in our neighbourhoods.
- Introduction of our Waiting Well approach.
- Direct Payment assurance programme.

What else could we do?

- Use of digital tools to drive further efficiency in teams – pilots are currently being developed
- Review our resources and see if there is anything we can do differently to free up capacity to improve performance

Adult Social Care Improvement Programme

- The Adult Social Care Improvement Programme is our overarching plan for how we will deliver our vision for the service, implement regional and local best practice and be ready for CQC.
- The ASC improvement item is made up of four categories:
 - Transformation
 - Continuous Improvement
 - Business as usual
 - Required evidence for CQC
- We have reviewed the *transformation* and *continuous improvement* categories of the improvement plan in conjunction with the LGA feedback, along with our CQC evidence, and have mapped across all the considerations from each of the four themes.
- As a team we need to ensure that all considerations are included within BAU categories.



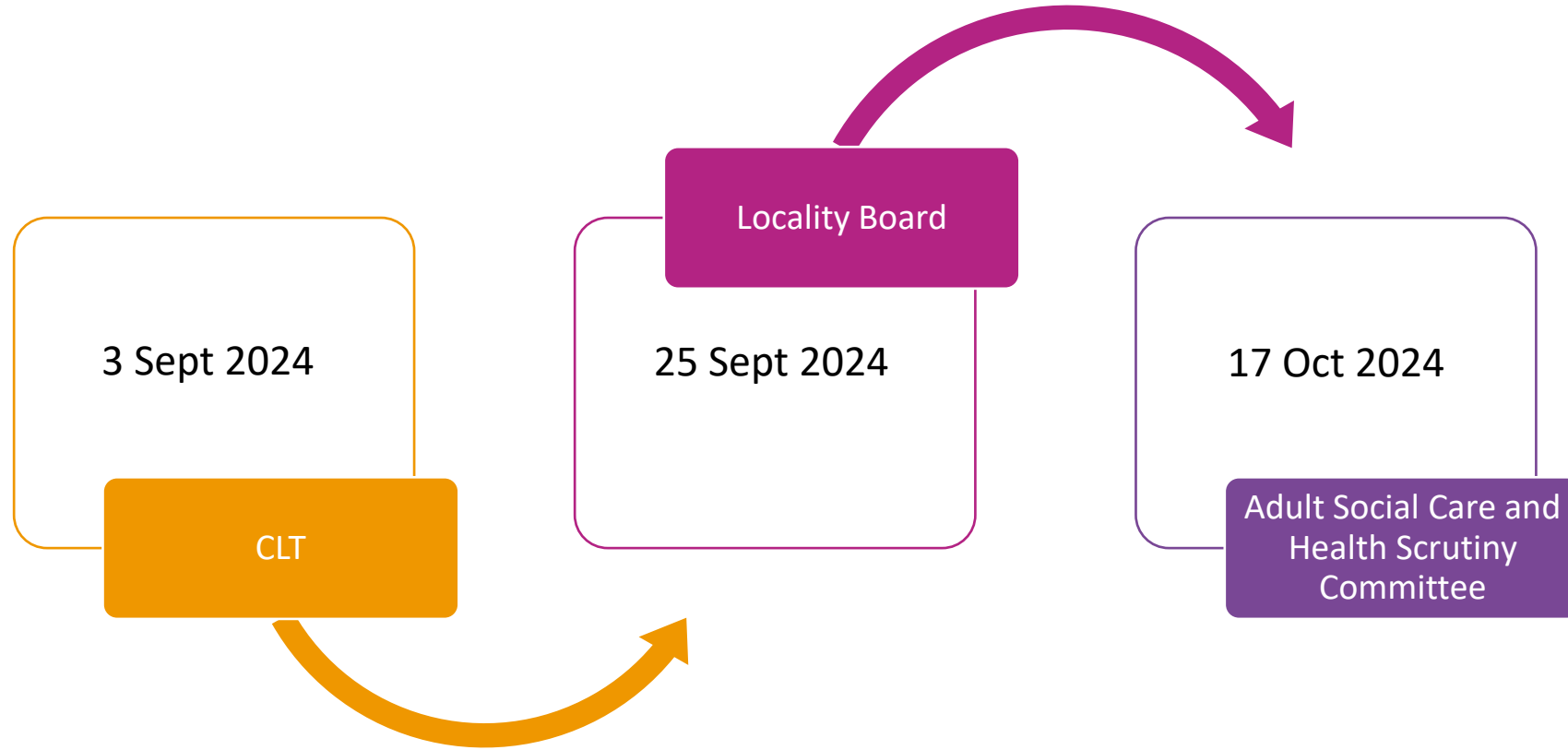
Example 1 – Transformation Programme

Category	Summary	LGA Feedback theme	COG Theme	COG Sub Theme	LGA Report - High level considerations
Improvement		Brokers/age			
Continuous improvement	Direct Payment Assurance Programme	Waiting times and waiting well	1) Working with People	1) Arrangements for direct payments & charging	<ul style="list-style-type: none"> • Workforce capacity/risks in relation to international recruitment, and challenges with the recruitment of DP personal assistants. (theme 2- providing support) • Further develop the approaches to commissioning services, building on the new framework for ISFs and taking a more data and insight led approach including more real time data and feedback from people.

Example 2 – Business As Usual

Category	Summary	LGA Feedback theme	COG Theme	COG Sub Theme	LGA Report - High level considerations	Completion date
BAU	CDoLS Waiting List Management	Waiting Times & Waiting Well	1) Working with People	1) Assessing needs	<ul style="list-style-type: none"> • Continue to monitor, manage and mitigate risk in waiting lists, particularly for DoLS. • Act to reduce waiting lists and improve allocation processes and volumes, including accelerating improvement activity with DoLS waiting list. 	
BAU	Annual Review Project - Neighbourhoods	Waiting Times & Waiting Well			Act to reduce waiting lists and improve allocation processes and volumes, including accelerating improvement activity with DoLS waiting list.	
BAU	First contact/waiting list letters	Waiting Times & Waiting Well			<ul style="list-style-type: none"> • Act to reduce waiting lists and improve allocation processes and volumes, including accelerating improvement activity with DoLS waiting list. 	

Sharing the report



- The **Summary of Findings** has been sent to all people and organisations who took part in the peer review
- CLT, Locality Board, Scrutiny will also receive a copy of the full report