

**Post-CSCI Inspection Action Plan (Final – 27/10/09)  
NHS Peterborough**

This action plan is structured around the themes of the January 2009 inspection – safeguarding, personalisation, partnership, leadership and commissioning.

**Theme 1 – Safeguarding Adults**

Note the actions in this section are all part of the existing three year safeguarding action plan which is reported on quarterly to the Peterborough Adult Safeguarding Board.

RECOMMENDATION	ACTION	BY WHEN	BY WHOM (DIRECTOR)	OUTCOME MEASURES	RESOURCES	POSITION STATEMENT
Develop and implement robust governance, performance management and quality assurance arrangements to ensure effective safeguarding arrangements (procedural compliance, managerial oversight, case recording).	Develop quality assurance (QA) process to ensure policy and procedures are adhered to and deliver effective outcomes (consider the need for a quality assurance sub-group of the Board as part of this)	May 2009	Richard Spiers/June Stefanelli – NHS Peterborough quality leads (RS)	Improved internal checks on quality of case work within PCS and MH Trust, clear commissioning approach requiring robust QA. Evidence in regular reporting that qualitative information from audits is informing learning and development and improving outcomes.	Existing officer time and NHS Peterborough Quality sub-group	<b>Requires further work</b> - case work monthly audit in place. Need to improve reporting of outcomes and learning. <b>Review of progress to link to safeguarding action plan refresh.</b>
	Ensure all standard forms/templates on RAISE are completed and that there is management sign off of case work supported by a range of data quality reports around safeguarding.	Ongoing from 1 January 2009	KW (AR) Mary Hanna, Social Work Associate Director, MH Trust (DR)	Consistent, good quality case recording evidenced through case file sampling and auditing. Project plan showing systematic auditing and how progress is tracked.	Officer time plus costs of external audit (see below)	<b>In place.</b> Audit work beginning to evidence progress. <b>Further work required to achieve timescales consistently.</b>

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	Derive performance indicators for safeguarding adults work.	December 2009	Steve Lloyd, Performance Manager, NHS Peterborough (SS)	Clearer measures for the Partnership and Board, awareness of effectiveness of safeguarding arrangements	Existing post.	<b>On Track</b> - New procedures contain indicators for case work. Performance indicators included in PCT five year Strategic Plan.
	Ensure training on new procedures was effective through supervision and management oversight.	Ongoing from 1/1/09.	KW (AR) and AN (DR)	Understanding of the importance of safeguarding, staff aware of abuse issues and who to notify of such issues	Existing resources	<b>Ongoing.</b>
Ensure that all staff and managers undertaking key safeguarding roles receive competency based specialised skills training and that the impact of this training is evaluated	Develop a multi-agency training strategy based on a learning needs analysis and evaluation of current training plan	February 2009	Jenny McIntyre (DR)	Clear outcomes within strategy, take up of learning and development opportunities and improved awareness and competency of workforce	Existing Workforce Development Officer time	<b>Delayed</b> - Board input into shaping the strategy - February 2009. Draft awaited. Report to November 2009 Board.
	Formalise training, learning and development sub-group	February 2009	Jenny McIntyre - JM (DR)	Clarity of purpose of group within the partnership and formal reporting role to Board, increased accountability	Existing resources across partners	<b>Completed.</b>
Ensure the annual safeguarding report sets out comprehensive activity data and performance analysis set against a	Produce annual report and present to key forums	March 2010 March 2011 March 2012	DR	Clear summary of work of the partnership and Board to inform and further raise awareness	Officer time	March 2009 version – <b>completed.</b>

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measurable work programme and objectives to track improvements year on year						
Ensure that people who have been or consider themselves to be at risk of harm have effective opportunities to contribute to developing and improving the safeguarding arrangements	Develop a user and carer involvement policy including engagement with hard to reach and least represented groups.	February 2010 Board	DR	Policy developed in consultation with service users and carers, policy signed off by Board.	Cost of commissioning this – estimated maximum £10,000.	<b>Commissioned using interim consultant – August 2009.</b>

**Theme 2 – Delivering Personalised Services**

RECOMMENDATION	ACTIONS	BY WHEN	BY WHOM (DIRECTOR)	OUTCOME MEASURES	RESOURCES	POSITION STATEMENT
There is partnership working with people who use services to improve the availability and access to multi-media information about social care, leisure and wellbeing opportunities.	Redesign and launch a new 'NHS Peterborough' website ensuring alternative language options reflect the local population and meet the needs of those with a learning disability or sensory needs.	March 2010	AB (AF)	An information resource accessible by all with information available in a variety of formats including large font, easy read and audio.	Staff time, contracted hours with ASP, design costs. Resourcing currently under review given re-prioritisation linked to swine flu response.	<b>Amber - in progress with resources currently under review</b> - work has commenced with several internal meetings of the project team and two session with the various service user groups.
	Include service user representation in the website re-	April 2009	AB (AF)	A sound understanding of	Staff time and facilitation	<b>Green - completed</b> - Service user

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	development group.			service user needs and expectations.	costs – met from existing budgets.	groups in place including older people, disabled people and those with sensory needs.
	Increase knowledge and expertise of social marketing techniques within communication team and amongst PCT staff and incorporate social marketing techniques into communication practice.	May 2008 onwards	AB (AF)	Targeted communication to have maximum impact with particular (including hard to reach) groups.	Requires the input of external expertise – to be costed.	<b>Amber</b> – in progress, further consideration is needed of how to measure outcomes.
	Redevelop City Council website and ensure that these issues are addressed.	December 2009	(DR)	An information resource accessible by all with information available in a variety of formats including large font, easy read and audio	Staff time.	<b>Green</b> – work is on track.
Services with a preventative focus are fully developed, including at evening and weekends.	Conduct a full review of out of hours services and examine current pathways of care. (Peterborough Community Services Development Plan 2009-10 & PCT Five Year Strategic Plan)	December 2009	KW (AR)	Service users and carers can access support at time of need and this is not restricted to normal office hours.	Staff time: PCT and PCS	<b>Green</b> – “Time to Care” review completed. Outcomes from this will be taken forward through the Emergency Network.
The needs of carers are fully identified and met.  (Actions are part of the Carers’ Strategy 2009-	Ensure the new Carers’ Strategy addresses all CSCI findings and recommendations prior to sign-off or on first review.	November 2009	NG (DR)	The Carers’ Strategy meets expected standards and uses the learning from the inspection. New assessment in place.	Staff time.	<b>Green</b> – on track.

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RECOMMENDATION	ACTIONS	BY WHEN	BY WHOM (DIRECTOR)	OUTCOME MEASURES	RESOURCES	POSITION STATEMENT
2011)						
	Redraft carers' assessment to be more user friendly and to include consideration of carers' aspirations around work, education and leisure.	December 2009	NG/SO (DR)	Carers' needs are fully addressed and care plans are person-centred. Evidence of impact of feedback.	Staff time	<b>Green</b> – work in progress.
	Develop and carry out carers' surveys as a tool to measure year on year improvements in carers' experience.	March 2009	NG/SO (DR)	A clearer picture of what is working well, carers' expectations, unmet need and areas for development.	Staff time & postage costs – existing budgets.	<b>Green</b> – first survey has taken place with c200 responses which are shaping the ongoing service development
	Improve the quality and quantity of completed carers assessments in line with planned trajectories	Year on year improvements	NG/KW (DR)	Increase in the number of carers' assessments and reviews.	Staff time – existing budgets.	<b>Green</b> – performance against indicator is on track.
	Improve outcomes from Carers assessments by increasing numbers of Carers receiving direct services as a result of an assessment	Year on year improvements	NG/KW (DR)	Improvement in the health and wellbeing of carers. Increased use of the Carers' Opportunities Fund.	Staff time/budget costs – existing budgets in place.	<b>Green</b> – performance against indicator is on track.
	Carer awareness to be included in the PCT and ASC induction programmes	End September 2009.	NG/HL (DR)	All staff possess an understand of, and give consideration to, carer needs in frontline and commissioning work.	Staff time	<b>Green</b> – completed.

**Theme 3 – Working in Partnership**

OBJECTIVE	ACTION	BY WHEN	BY WHOM	OUTCOME MEASURES	RESOURCES	POSITION STATEMENT
Systems are in place to facilitate the implementation of the Single Assessment Process (SAP) in accordance with national expectations.	Produce business case and timeline/milestones for the replacement of the RAISE system	December 2009	TH/KS (DR)	Business case and clear milestones for complete replacement of social care IT system.	Officer time (Nigel Lunt and Karen Spearing, NHS Peterborough), additional capital (c435k) and revenue costs (55kpa) – both submitted in 2010/11 PCC budget process	<b>Green</b> – draft business case produced September 2009
All duties undertaken by the PCT on behalf of the council are delivered and met.	Review partnership agreement and put new Section 75 agreement in place	End March 2010	DR	Clear, updated agreement covering partnership including duties the PCT will undertake and how delivery will be monitored	Officer time – in place. Partnership review – c20k – costs met by PCC.	<b>Green – review on track</b> , discussions at Governance Group in private in September 2009, on forward plan for decisions in November/January.
Service users with physical and sensory needs are supported in their parenting role.	Review the existing range of support in Peterborough, including voluntary sector and council-funded services such as transport, to identify current gaps.	End March 2010	JS (AR)	Service users feel supported and able to meet the demands of parenting. Access to support services is not hindered by the organisation's inability to accommodate minors.	Staff time	<b>Red – formal review not yet underway as vacant post – short-listing stage.</b>

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	Issue a policy/protocol offering best practice guidelines for staff on supporting disabled adults in their parenting role, ensuring full input from, and consultation with, the Disability Forum, Partnership Boards, Children's Services and Education.	End March 2010	JS/KW (AR)	Increased awareness among staff and more confidence among service users in asking for help without fear of intrusion.	Staff time/Facilitation costs	<b>Red – not yet underway as vacant post – short-listing stage.</b>
	Ensure assessment and care planning addresses the needs of all dependents within the household.	December 2009	KW (AR)	Care planning is holistic, with service users reporting improved outcomes during review.	Existing staff resources	<b>Green – on track.</b> Case audit of PCS files will take place in January 2010 to evidence progress and outcomes.

**Leadership and Commissioning**

OBJECTIVE	ACTION	BY WHEN	BY WHOM	OUTCOME MEASURES	RESOURCES	POSITION STATEMENT
Strengthen the leadership role of the Council by ensuring the knowledgeable and close engagement of councillors in scrutiny and evaluation of arrangements and outcomes	Commission for Health Issues Scrutiny Panel members to receive half-day Adult Safeguarding Awareness training.	December 2009	JMcl (DR)	All those involved in scrutiny work have a good understanding of adult safeguarding issues and receive an appropriate level of guidance and training to assist them in their role.  Councillors have the skills to identify a possible safeguarding concern and know how to raise an alert.	Learning and Development Team staff time. Councillor/Panel Member time.	<b>Green –</b> previous Panel members had received this and agreement for new Panel members to do this also.

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	Make safeguarding a quarterly agenda item at Scrutiny meetings.	April 2009	DR	Scrutiny of safeguarding work is commonplace and effective.	Existing resources	<b>Green</b> – completed and in place.
	Deliver All Party Policy Forum to City Councillors (now includes Parish Council chairs) – Safeguarding Action Plan	26 March 2009	KW and DR	Increased levels of awareness among councillors	Officer time.	<b>Completed with excellent feedback.</b>
	Hold annual away day for the Board and invite chair of Health Scrutiny Commission – Safeguarding Action Plan	December 2009 December 2010 December 2011	DR	Develop the Board to improve performance	Existing Budgets	<b>On track</b> - First awayday December 2008. December 2009 date booked.
	Develop plan to Increase leadership role of city councillors in relation to safeguarding – Safeguarding Action Plan	February 2010	New AD (DR)	Plan presented to Board	TBC with plan.	<b>On track.</b>
Beneficial outcomes for people with physical and sensory needs are delivered and monitored.	Establish a Partnership Board focused on Physical and Sensory Needs and look at ways of integrating this with the work of the Disability Forum.	End March 2010	JS/KC (AR)	A fully embedded, multi-agency strategic driver, co-chaired by a service user, which ensures local and national standards are being consistently met.	Staff time/Facilitation costs	<b>Amber – initial meetings have taken place and work needed now to extend membership and set up as Partnership Board model</b>
	Implement Independent Living support Service alongside Individual Budgets to increase choice and control	1 October 2009	JS (AR)	A framework of flexible services with accredited providers which supports choice and service user control in line with Putting People First.	As per plan – officer time, project management, external input funded by existing budgets plus Social Care	<b>Green</b> – on track for launch with excellent provider responses and engagement.

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					Transformation Grant. Also to deliver efficiencies.	
	Conduct a review of, and subsequent action plan for, sensory support services.	September 2009 (Operational Plan)	JS/KC (AR)	There is a clear work programme in place to address any gaps identified during the service review.  Increased choice and control for people with sensory needs.	Existing staff resources	<b>Red – formal review not yet underway as vacant post – short-listing stage. However progress has been made on introducing Individual Budgets and a new service framework.</b>
A system is in place to monitor continuous improvement at both team and staff level.	All staff to have a completed KSF outline and associated plan, receive routine management supervision and to have had an annual appraisal in the last 12 months.	March 2010	MS (AMB)	All staff within PCT and PCS to have a personal development plan identifying training needs and career aspirations.	Existing staff resources	<b>Amber –</b> improvements have been made and work is ongoing to achieve full compliance.
	Develop new business planning process for NHS Peterborough	December 2009	AR	Clearly defined goals and departmental targets to guide managers in their role, and allow for better scrutiny of service delivery and performance between teams, clearer prioritisation and deployment of resources.	Commissioned external expertise to deliver cost c£80k	<b>Green –</b> work has commenced and is on track.

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	Develop new business planning process for Peterborough Community Services in the context of development as an independent organisation		RF (AR)	Clearly defined goals and departmental targets to guide managers in their role, and allow for better scrutiny of service delivery and performance between teams, clearer prioritisation and deployment of resources.		
A multi-agency workforce strategy is in place to support the delivery of service objectives and expected outcomes.	Develop an Integrated Local Area Workforce Strategy in line with Putting People First	March 2011	TBC – scoping work underway. (AMB)	Multi-agency workforce strategy in place which commissions the required workforce across the sector in line with guidance.	Regional support from Skills for Care – funded via JIP	Green – 2009/10 will involve regional engagement with a view to completing this work during 2010/11.