

CSCI Inspection of Independence, Wellbeing & Choice in Manchester
December 2007 – January 2008

Themes: Safeguarding Adults
Informing People – Physical Disability
Working in Partnership – Physical Disability
Capacity to Improve

Action Plan February 2009
Safeguarding Adults

Recommendation	Progress since Action Plan Agreed	Target Date	Who
The Safeguarding Board should clarify thresholds and referral standards with contact staff, fieldwork teams and health staff to ensure they all understand what constitutes a proper safeguarding referral.	Additional guidance on internet including referral and referral thresholds.	Completed	Asst Director, ASC (FS)
	MSAB workshop October 2008 examined implementation of multi agency procedures in practice and further clarified thresholds for referrals with all partner agencies	Completed	NHS Manchester Adult Safeguarding Coordinator ASC
	Agreed standard referral form and process with Greater Manchester Police.	Completed	Head of Safeguarding
	Recognising abuse and referrals is covered in Level 1 & 2 training.	Completed	Adult Safeguarding Coordinator ASC / GMP / Head of Learning and Development
The council should, with partners, develop its approach to awareness training to ensure that current low levels of independent sector participation in council-led training are improved.	Delivery and quality assurance group developed with the independent sector to look at training provision. Corporate group has been developed across all council services to identify staff/roles working with vulnerable adults requiring Safeguarding Training.	Completed	Head of Learning and Development ASC / Adult Safeguarding Coordinator ASC
	Independent sector have details of training planned for 08/09. Training ongoing according to plan, monitored by the Safeguarding Board.	Completed	Head of Learning and Development ASC / Adult Safeguarding Coordinator ASC
	Safeguarding Adults Annual report identifies a target of 25% of staff in the	March 2009	Head of Learning

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	<p>independent sector to be trained on safeguarding. Regular bi-monthly reports inform Safeguarding training progress to MSAB.</p> <p>Arrangements in place to monitor take up and target organisations demonstrating poor attendance on training courses.</p> <p>Completed two audits of external providers to identify the number of staff who have attended POVA and medication training (Jan 09); quality assessment of training to be completed for Mar 09.</p>	<p>Quality assessment of training report to MSAB Mar 09</p> <p>Completed</p>	<p>and Development ASC / Adult Safeguarding Coordinator ASC</p> <p>Head of Learning and Development ASC</p>
<p>The Safeguarding Board should ensure that GPs are adequately trained, especially those working with residential establishments, to ensure timely referrals.</p>	<p>Work with Practice Based Commissioning (PBC) Leads developed briefings and information packs for GPs.</p> <p>Health Pilot Team, recruited to improve health in Nursing Homes, has included safeguarding in training programme.</p> <p>Senior Commissioning Manager (NHS M/C) to include Safeguarding in programme of paid professional development training for GPs (starts April 09) to encourage take-up and promote awareness.</p> <p>GP representative on NHS Manchester Professional Executive Committee recruited to MSAB and will support this initiative</p>	<p>Completed</p> <p>Completed</p> <p>From April 09</p> <p>February 09</p>	<p>Adult Safeguarding Coordinator ASC</p> <p>Adult Safeguarding Coordinator ASC / MCC PEC representative</p>
<p>In addition to that provided by IMCA for people lacking capacity, the council should ensure that people can be properly supported by independent advocates, especially during investigations</p>	<p>Additional Advocacy service (to IMCA) already provided by Gaddum Centre. Arrangements have been put in place to spot purchase additional advocacy services when needed.</p> <p>Current advocacy provision reviewed and report produced identifying gaps and potential for development for longer term.</p>	<p>Completed</p> <p>Completed</p>	<p>Head of Safeguarding/ Policy and Performance Officer ASC</p> <p>Head of Safeguarding/ Policy and Performance Officer</p>

Recommendation	Progress since Action Plan Agreed	Target Date	Who
			ASC
The council should ensure that personnel records are coherent and complete, help identify individuals who pose risk to service users and ensure appropriate safeguards are put in place.	All personnel files bound and in chronological order, with specific identifier in place to facilitate cross-referencing between safeguarding / disciplinary / medical issues.	Completed	Adult Safeguarding Coordinator ASC / Team Leader – Personnel Neighbourhood Services
The council should reinforce standards and monitor performance around routine recording around safeguarding, including referral, strategy meetings, protection plans, running records and follow up.	<p>Standards and Procedures reviewed, revised and published on the Internet. Standard agreed for all interview recording and transcriptions. Guidance on thresholds, alerts, referral and recording completed and on internet Templates introduced for recording safeguarding minutes.</p> <p>Referral form agreed with Greater Manchester Police New joint briefings within investigative process training, identifying timescales and reinforcing recording responsibilities.</p> <p>Case file audit tool drafted and reported to Departmental Management Team Meeting.</p> <p>Specific responsibilities for Safeguarding Investigations and for monitoring quality of investigations designated under new Customer Support Structure.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Head of Safeguarding/ Adult Safeguarding Coordinator ASC</p> <p>Adult Safeguarding Co ordinator ASC</p> <p>Head of Safeguarding/ Adult Safeguarding Coordinator ASC</p> <p>Head of Safeguarding/ Adult Safeguarding Coordinator ASC</p>
The council should work with providers to introduce a robust system for contract monitoring as part of its quality assurance process.	All reported alerts that come through the Contact Centre and Care Managers are collated with complaints and existing safeguarding issues. These are reported to the monthly meeting of the Quality Board as part of contract monitoring. The Quality Board uses this information to	Completed	Commissioning and Supplier Manager ASC / Team Manager - Older People and Adult Contracts Team ASC

Recommendation	Progress since Action Plan Agreed	Target Date	Who
	anticipate and pre-empt safeguarding issues and deals with individual providers appropriately. Existing QA system in contracts has been further developed to incorporate specific component on safeguarding.	Completed	

Informing People – Physical Disability

Recommendation	Progress since Action Plan Agreed	Target Date	Who
<p>The Council should work with partners to ensure that people being discharged from hospital and their carers understand what help is available to them.</p>	<p>The Council and the Acute Trusts has established a Carers hospital based service in each of the 3 Acute hospitals in the City and developing a similar proposal with the NHS Manchester for primary care. Funding allocated April 2008. All appointed (Oct 08). In post Jan 09. Induction plan developed.</p>	Completed	Carers Strategy Officer ASC / Lead from Trusts
	<p>We have already reviewed or rewritten 17 leaflets to provide all customers with information about new services arising from the change programme "Care for the future: A life not a service" available from July 2008</p>	Completed	Project Manager, Access Manchester, ASC
	<p>A new service directory website, MyManchesterServices, has been developed to support the wider offer, staff, partners and customers launched as planned on 30 Jun 08.</p>	Completed	Project Manager, Access Manchester, ASC
	<p>A proposal has been put to NHS Manchester to fund a pilot project to support carers identified in Primary Care. (See above Carers hospital based teams.)</p>	Completed	Joint Commissioning NHS (CO'G)
	<p>The Council and Acute Trusts are working together to provide a carers support service for newly identified carers</p>	Completed	Project Manager, Access Manchester, ASC
	<p>NHS Manchester has already funded the Stroke Association to provide additional carers support in 2008/09.</p>	Completed	Joint Commissioning NHS (CO'G)
	<p>The Council and NHS Manchester has made Information Prescriptions (IP'S) a mainstream activity These are available now from the Expert Patient Programme, ASC and other health professionals provide support to patients discharged from hospital. IPs are also available online.</p>	Completed	Carers Strategy Officer ASC / Senior Commissioning Manager Planned Care NHS

Recommendation	Progress since Action Plan Agreed	Target Date	Who
	<p>Information Prescriptions mainstreamed April 2008 available for</p> <ul style="list-style-type: none"> • Multiple Sclerosis • HIV • COPD • Osteoporosis • Motor Neurone • Parkinson's Disease • Generic IP covering all conditions 	Completed	Project Manager, Access Manchester, ASC / PALS Managers, Acute Trusts
<p>The Council should extend its sensory impairment awareness training to ensure customer service staff offer more informed services to people with sensory impairments.</p>	<p>Training plan completed</p> <p>The Council has extended the sensory impairment training to all Customer service staff in Adult Social care, other Council depts and partner organisations. Programmes completed are:</p> <p>Visual Impaired Persons Awareness Training Visual Impaired Persons Awareness courses delivered Jul & Sep 08, Jan 09; 40 staff have completed this course. Next training date 9 Mar 09.</p> <p>Deaf Awareness Training We have commissioned East Lancashire Deaf Society to provide deaf awareness training. To date, we have delivered two training courses; 23 staff have completed this course. Next training date set for 18 Mar 09</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Head of Learning and Development ASC</p> <p>Head of Learning and Development ASC</p> <p>Head of Learning and Development ASC</p>
<p>The Council should ensure that fluent BSL signers are available at key information points, to promote BSL users' direct access to quality advice and information.</p>	<p>The Council has formally reviewed, with its Deaf Centre partner, the existing arrangements for access to BSL signers and interpreters (Sept 08).</p> <p>A detailed and realistic action plan to address gaps and promote access to BSL signers has been implemented.</p>	<p>Completed</p> <p>Completed</p>	<p>Team Manager, Manchester Deaf Centre ASC / Manchester Deaf Centre</p> <p>Project Manager, Access Manchester, ASC</p>

Working in Partnership Physical Disability

Recommendation	Progress since Action Plan Agreed	Target Date	Who
<p>The council should work closely with NHS Manchester to strengthen leadership across physical disability services, in order to improve performance on meeting targets in the service plan.</p>	<p>The direction of travel has been agreed. The Council and NHS Manchester are working together to strengthen leadership. In particular</p> <ul style="list-style-type: none"> • to agree a written concordat to achieve integrated working between the two organizations. • to agree a project methodology/ Governance arrangements to progress the following shared areas, locality working (including district nurses, case managers, social care, discharge teams and schedule care), rapid response and intermediate care, education and information, joint assessment, prevention, carers support <p>The Council and NHS Manchester produced a Joint Strategic plan for Physical Disability/Long Term Conditions for 2008/09, with clearly identifiable targets for both services. August 2008</p> <p>Action Plan developed via Long Term Conditions Steering Group, incorporating targets from the National Service Framework and developing new targets specifically relevant to Physical Disability Service. October 2008</p> <p>NHS Manchester and the City Council took formal responsibility for delivering the Long Term Conditions NSF in the context of renewed commissioning arrangements linked to Improving Health in Manchester (NHS Manchester Local Delivery Plan mechanism) and have reshaped and strengthened the existing Long Term Conditions forum.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Formal discussions Summer 2008 Completed</p>	<p>Assistant Director, ASC (PC) / Associate Director for Adult Services, Manchester Community Health, NHS (JR)</p> <p>Principal Manager, Physical Disability Services, ASC</p> <p>Principal Manager, Physical Disability Services, ASC</p> <p>NHS Manchester (DN) / Assistant Director, ASC (PC)</p>

<p>The council and NHS Manchester should review joint working arrangements with front line staff to improve the quality of assessments and outcomes for service users.</p>	<p>The Council and NHS Manchester commenced discussions on joint arrangements for Older People and Physically Disabled People between Care Management Locality teams and District Nursing local teams to deliver a seamless social care and health service to customers. Jan 08.</p> <p>Proposals put to NHS Manchester Professional Action Group in Sep 08</p> <p>New posts and teams have been commissioned jointly include: Parkinson's Disease Specialist Nurse, Multidisciplinary team in central locality, Tier 2 epilepsy service in place in Central locality, Extra Neurologists appointed, Parkinsons/ MS/ epilepsy nurses and Motor Neurone Disease Rapid Response Teams set up in all 3 localities to improve diagnosis, assessment and rehabilitation for service users.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Assistant Director, ASC (PC) / Associate Director for Adult Services, Manchester Community Health, NHS (JR)</p> <p>NHS (FR)</p> <p>Assistant Director, ASC (PC) / Associate Director for Adult Services, Manchester Community Health, NHS (JR)</p>

Leadership and Commissioning

Recommendation	Progress since Action Plan Agreed	Target Date	Who
<p>The council should work with staff in physical disability services to ensure more consistent and robust team and unit plans, with realistic measurable targets, supported by quality monitoring.</p>	<p>The Council has reviewed all its plans for Physical Disability, including those for 2008/09, to ensure that there are clearly identifiable and realistic targets as part of refreshing performance management arrangements in the context of new ways of working post June 08. Service and team plans reviewed and improved – June 2008.</p>	<p>Completed</p>	<p>Principal Manager, Physical Disability Services, ASC / Principal Manager, Quality and Performance, ASC</p>
	<p>Process has been agreed and implemented. Half-day workshop was held in June 2008 with all Physical Disability Team Managers on “how to plan” using the PD Service plan/ headings as a template. Session included how to link Team Plan to individual staff appraisal.</p>	<p>Completed</p>	<p>Principal Manager, Physical Disability Services, ASC / Principal Manager, Quality and Performance, ASC</p>
	<p>A timetable of quarterly meetings has been established where Team managers update Team Plan progress. This has helped the PD team’s awareness and understanding of team plans, how its links to government and ASC strategic aims and expected targets. Using this information has enabled staff to engage customers in their everyday role and to use customer’s comments and feedback to inform the planning and commissioning process.</p>	<p>Completed</p>	<p>Principal Manager, Physical Disability Services, ASC / Assistant Director, ASC (PC)</p>

Recommendation	Progress since Action Plan Agreed	Target Date	Who
<p>The Safeguarding Board should develop a clear annual business plan and work programme for itself and agree arrangements by which it is regularly informed of the quality of work done in its name.</p>	<p>Board agenda now includes regular updates from sub groups and on action plans. Quarterly and exception reports to Board on safeguarding investigations.</p>	<p>Completed</p>	<p>Adult Safeguarding Coordinator ASC / Assistant Director, ASC (FS)</p>
	<p>08/09 MSAB Action Plan agreed and progress reported to Board. Draft performance management framework presented to MSAB and agreement to finalise and implement as basis for business planning 09/10 workshop February 09.</p>	<p>Completed</p>	<p>Head of Learning and Development ASC / Director ASC Head of Safeguarding</p>
<p>The Council and its partners should clarify responsibilities and accountability of the Physical Disability Partnership Board, and move towards a clear programme of work to ensure it can drive the improvement agenda more effectively.</p>	<p>The Council and partners have clarified responsibilities and accountability of the Physical Disability Partnership Board, to bring in line regarding role and governance with the Learning Disability Partnership Board and the Valuing Older People Board.</p>	<p>Completed</p>	<p>Asst Director ASC (PC) / Principal Manager, Physical Disability Services, ASC</p>
	<p>Clear Programme of work for the Board produced. July 08. Code of Conduct reviewed.</p>	<p>Completed</p>	<p>Asst Director ASC (PC) / Principal Manager, Physical Disability Services, ASC</p>
	<p>We have agreed to joint work on engagement via the NHS Manchester representative attending Physical Disability Partnership Board meetings. Consultation event was held on 24 Nov 08; feedback is being fed into the planning process for 2009/10.</p>	<p>Completed</p>	<p>Asst Director ASC (PC) / Principal Manager, Physical Disability Services, ASC</p>