



Date of Meeting	MeetingDateLegal
Portfolio	Cabinet Member for Adult Care, Cabinet Member for Health & Wellbeing, Cabinet Member for Children's Services
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Public/Private Document	

## Adult, Children & Public Health Directorate Plans 2018-19 Quarter 3 Performance Update

### Executive Summary

1. To report progress at the end of Quarter 3 (1<sup>st</sup> October – 31<sup>st</sup> December 2018) towards achievement of the targets contained in the Adult Care Directorate Plan 2018-19, Children's Services Directorate Plan 2018-19 and Public Health Directorate Plan 2018-19.

### Recommendation

2. Members are asked to review the information contained within the report and the appendices

### Reason for Recommendation

3. In accordance with the Council's performance management framework. Progress towards the targets contained in directorate plans are to be reported to relevant Overview & Scrutiny Committees at the end of each quarter.
  - 3.1 The Quarter 3 progress reports for the Adult Care Directorate, Children's Services Directorate and Public Health Directorate are attached at Appendices 1, 2 and 3. Actions within each appendix have been colour coded in accordance with the following criteria.
    - 3.2 **Red:** Action not fully completed or not on track to be completed by the target date  
**Amber:** Action not fully completed or not on track to be completed by the target date due to circumstances outside of the directorate's control  
**Green:** Action completed by the target date  
**Purple:** Action is not yet due for completion but is currently on track  
The appendices include a commentary against actions that are showing red, amber, green or purple

- 3.3 This year the directorate plans are formatted differently to include milestones for each directorate action. This enables O&S to monitor the work that must be completed, to support achievement of the action.

### Key Points for Consideration

#### 4. Adult Care Directorate Plan 2018-19 Progress

##### Performance Overview

- 4.1 94.4% (17) of the actions included in the Directorate Plan 2018-19 are still ongoing. One action is now fully complete. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 3.



- 4.2 The actions that are not fully complete but are within the action due date (Purple) relate to:
- Transformation of integrated services
  - Further development of support to improve outcomes for service users
  - Further development of mental health service arrangements
  - Increase the effectiveness of enablement and other services that reduce the need for hospital level care
  - Further develop support for younger people with learning disabilities
  - Further development of the service quality assurance function
  - Develop a section 75 agreement between the council and Pennine Acute to deliver the operational elements of Adult Social Care
  - Improve the quality of regulated care services.
  - In partnership with the LCO implement the development contract with the new home care providers to deliver the new models of home care on a neighbourhood basis.
  - In partnership with the LCO implement the enhanced health care offer in care homes across the borough.
  - Develop the market for intensive support for vulnerable people including people with Learning Disabilities
  - Implement the new residential care (complex dementia needs) facility at

- Springhill, including the dementia day service model
- Analyse the North West sustainability work and use to develop a market position statement for the borough
- Continue work on fee levels and appropriate costs of care, with providers, to ensure sustainability of the sector
- In partnership with the LCO develop a shared lives service that reduces the need for older people to attend A&E or require hospital admissions.
- Procure any services where contracts are ending in 2018/19 as required.
- In partnership with Housing deliver a supported housing strategy.

### Quarter 3 Highlights

- 4.3 The new AMHP (Approved Mental Health Practitioner) hub is now live and is developing a dataset to measure outcomes around user experience. The dementia steering group have an initial meeting early 2019. Both Pennine care and RBC have agreed a further memorandum of understanding to improve social care governance and delivery.
- 4.4 Delayed Transfer of Care is still above prescribed target however this target is under review in line with GM direction. Patient flow is improving with enhancements through the re-ablement service and 78% year to date have been successfully re-abled. The integrated discharged team is now in place and actively supported by linked neighbourhood teams.
- 4.5 The quality assurance framework will be reported every quarter to the adult social care strategic partnership board. The framework policy has now been written and ready to go live. The managing allegations process and training has been delivered and continues to be embedded.
- 4.6 A new homecare model has been implemented as planned and embedded. The new model helped to minimise the impact of one lead provider, Allied Healthcare, leaving the market. Providers supported RBC and agreed how to distribute the work between lead providers.
- 4.7 There has been progress with the implementation of the enhanced health care offer in partnership with the LCO. A virtual support team is now emerging with progress being made with Health support in Nursing Homes:
- Operational group commences this month, bringing together stakeholders to form a strategic partnership around this project
  - OT's / Moving & handling officers are actively supporting care home staff
  - 6 Primary care nurses have been recruited & will undertake, amongst other things, advanced care planning & medication management
- 4.8 Springhill opened as a residential home with a community café in November 18. Work has started with the CCG to offer onsite specialist Health provision. Establishing a day care offer and embedding the specialist NHS Hub service will be undertaken over the coming months.
- 4.9 In terms of the delivery of a supported housing strategy, a successful

stakeholder workshop took place in November and has provided a platform to develop a multi-agency approach. The strategy will be based on sound demographic detail to ensure the aim, to have the right number and type of housing support available to meet future demand / need, is met during 2019/20 and beyond.

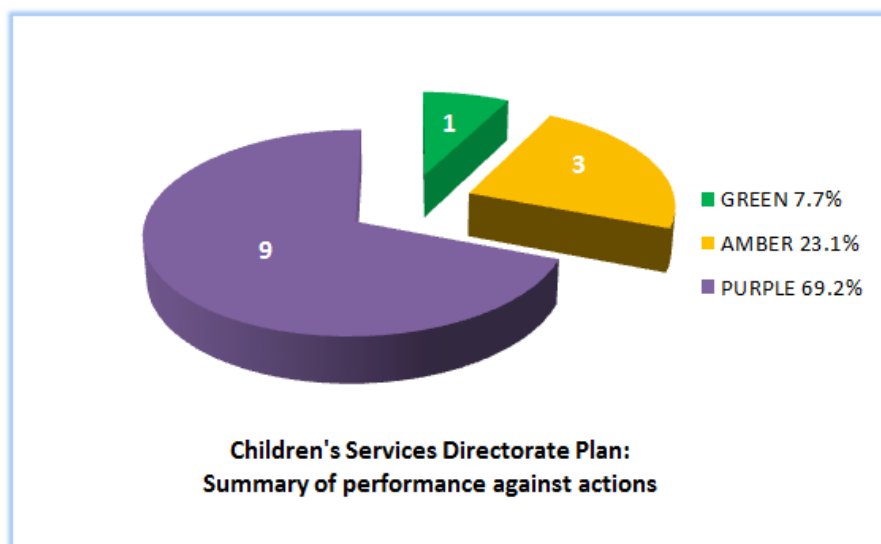
#### Performance Issues

4.10 None

### **Children's Services Directorate Plan 2018-19 Progress**

#### Performance Overview

4.11 69.2% (9) actions included in the Directorate Plan 2018-19 are still ongoing. 23.1% (3) further actions have passed the action due date and are not complete. One action has now been completed. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 3.



4.12 The actions that are not fully complete but are within the action date (Purple) relate to:

- Implement the School improvement Strategy to improve pupil achievement at all key stages
- Deliver the Family Service Model including the roll out of Locality Teams
- Embed the Early Help Strategy
- Alternative delivery model for youth service
- Continued implementation of SEND (Special Educational Needs / Disabilities) reforms
- Lead the development of a School Readiness Strategy and embed practice in line with the School Readiness Action Plan
- Develop shared and innovative services to respond to children and families complex needs
- Improve workforce stability

- Implement revised statutory changes in Working Together 2018 to all safeguarding activity
- 4.13 The actions that are not fully complete and have passed the action due date (Amber) relate to:
- Implement the Ofsted Action Plan
  - Redesign and implement the revised model for out of hours response for the most vulnerable children and adults
  - Improve placement sufficiency for cared for children

### Quarter 3 Highlights

- 4.14 Improvements in reading outcomes at the end of key stage 2 2018 evidence significant progress and impact of a number of pilot initiatives which will be incorporated in the borough wide reading strategy. The implementation of the Schools' Strategy has strengthened the accountability framework around the collaborative partnership in addition to supporting the partnerships through the Collaborative Partnership Development and Challenge role.
- 4.15 Two secondary Free Schools are required in the Borough for 2020 and 2022; the Council has approved release of sites for these. The Altus Trust and Wardle Academy Trust have submitted bids to each establish one of these schools, along with other bidders, and the DfE is proposing to announce the outcome in the Spring Term.
- 4.16 Robust allocation procedures are in place for the 'Normal Admissions Round'. School entry to Reception and Year 7. Review of methods to promote and communicate the processes to parents/carers continues. The Fair Access Protocol has been revised to ensure swifter but fair allocation under this process. Availability of school places is very limited in some year groups in some areas and requests for places remain high from new to Borough/UK applicants. This requires continual place planning review on a termly basis.
- 4.17 The annual School Building Maintenance Programme for 2018/19 has been prioritised, commissioned and delivered in line with agreed timescales and budgets.
- 4.18 The second SEND Action Plan is now in place and progress is being tracked via the CWD partnership Board. We are preparing an update letter for the DfE on our continued joint progress against the action plan. We are preparing for our first 2 day Peer Challenge visit – this includes an update self-view to look at our area of development strength and areas we see require further development and progress.
- 4.19 SEN Support Tracking work is being progress via the SEND Head Teacher task and finish Group. We have an agreed shared definition of SEN Support now and have developed for Schools a SEN Support Policy pro-forma. Currently we are piloting a universal SEN Support plan that can be used from early years through to secondary to support the vision that the family only need to tell their story once

- 4.20 A task group has been established for development of an Early years Communication and Language Pathway; the mapping of existing provision has been completed.
- 4.21 Sufficiency strategy has been reviewed and has been approved. Assessment and gap analysis is being undertaken in respect of foster carers to identify support and training needs. The Bridge has an action plan in place in terms of the core offer to SGO and fostering.
- 4.22 Work has continued in respect of the Transitional Arrangements and the plans for the implementation of the new Rochdale Multi-Agency Safeguarding Arrangements. The arrangements have been completed in report form and are currently out for consultation with all identified partner agencies. Work is being undertaken in respect of financial arrangements, changes for the Board Business Unit and a review of impact on other arrangements in place. A proposed date of June / July 2019 has been agreed. Further work is being undertaken in respect of the GM Standards Board. Key representatives across the region are in place and there continues to be a number of key areas of development. There is also opportunity to consider those areas where GM Local Authorities can come together to ensure effective and coordinated work is undertaken where appropriate.

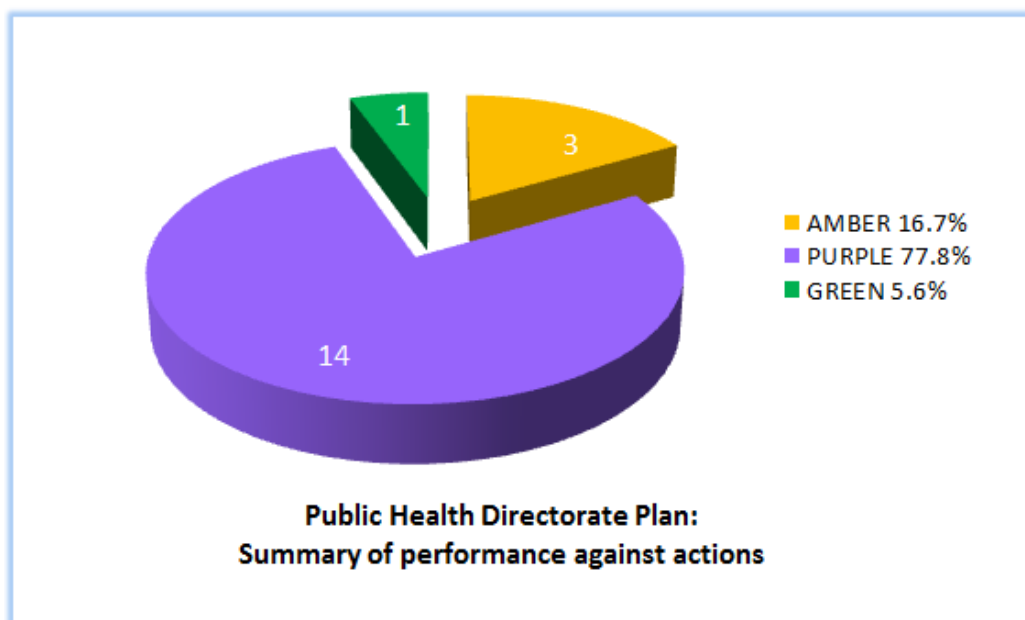
Performance Issues

- 4.23 None

**Public Health & Wellbeing Directorate Plan 2018-19 Progress**

Performance Overview

- 4.24 77.8% (14) actions included in the Directorate Plan 2018-19 are still ongoing. 16.7% (3) actions have passed the action due date and are not complete. One action has been completed fully. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 3.



- 4.25 The actions that are not fully complete but are within the action date (Purple) relate to:
- Provide a resilient and robust health protection system
  - Develop and implement the Integrated Prevention System Model
  - Lead the programme management and delivery of the prevention and access theme of the Rochdale Locality Plan
  - Support and enable the development of a strong and resilient Voluntary Sector
  - Develop and implement a 3 year multi-agency Tobacco control Action Plan aligned to the GM tobacco Strategy and action plan
  - Reduce avoidable deaths related to cardiovascular disease
  - Undertake a robust review of Link 4 Life and related leisure and culture services arrangements to ensure they are resilient and fit for purpose for the next 5-10 years
  - Implement agreed GM Population Health Plan programmes at a local level
  - To lead agreed areas of the GM Population Health Plan on behalf of GM
  - Develop and implement a behaviour change programme part of the wider commitment to changing the conversation between citizen and state.
  - Reduce childhood obesity
  - Robust commissioning of key prescribed and non-prescribed services
  - Address key under-performing PH health outcomes relating to sexual health and oral health
  - Complete a Joint Strategic Needs Assessment on Adverse Childhood Experiences
- 4.26 The action that is not fully complete and has passed the action due date (Amber) relates to:
- Reduce avoidable deaths related to cancers
  - Lead the development of the Integrated Strategic Intelligence Function on behalf of the council, CCG and LCO
  - Lead the local mental health service transformation

#### Quarter 3 Highlights

- 4.27 The outbreak plan has been finalised and is now in operation. The local screening uptake group has continued to meet and is working closely with the Greater Manchester Screening and Immunisation team. The annual flu programme is now in place and a multiagency flu group will continue to meet monthly throughout the flu season.
- 4.28 The Integrated Prevention system 'Connecting You' has been launched with all staff recruited. The Community Connectors have collated a robust data set which is now informing processes and the evaluation framework for the system as a whole. The new community builder posts that have been recruited through transformation funding are starting to have a real impact in neighbourhoods alongside facilitating the distribution of the Connecting You: Seed Fund. A work plan is being implemented up to March 2019 when the

forward plan for 2019/20 will be agreed.

- 4.29 All transformation projects in the Prevention and Access theme are now implemented and delivering. The Prevention and Access Partnership Board is in place and overseeing the delivery of both GM and local transformation work. Work is underway to try and utilise business intelligence to enable better targeting of our preventative services.
- 4.30 The procurement process for the voluntary and community sector infrastructure is completed. The successful applicant is Action together and we are now working together on the implementation plan for the new service. The contract commenced 1st January 2019 and we expect service delivery to commence in March 2019.
- 4.31 There is a workshop planned for the end of January 2019, to review the progress made to date and plan next steps for the development of the Strategic Intelligence function.
- 4.32 To support the transformation of mental health services the local suicide prevention group continues to meet and the action plan refreshed.
- 4.33 A 'Making Smoking History in Rochdale' partnership summit was held on the 2nd October, with a wide range of stakeholders attending. Priorities around tobacco for the next 2 years were agreed and these will now be consolidated into a Framework for Action. The lead for the adult smoking transformation project is now in post and is developing the implementation plan to establish a Pennine Acute Trust wide approach to tobacco addiction.
- 4.34 The public health team have been actively involved in implementing or developing GM transformation programmes at a local level including work on; oral health, alcohol misuse, suicide prevention, tobacco, sexual health, and diabetes prevention. We have also led GM work on arts and culture, mental health and work to develop population health outcomes framework, standards and the Excellence in GM programmes.
- 4.35 Public Health, together with leads from across the council, have come together to progress RBC in becoming a gold standard workplace wellbeing employer. A report was submitted to Leadership in June to seek endorsement to run a short Workforce Wellbeing Survey. The survey has now been completed and a Workforce Wellbeing stakeholder event is being planned for February 2019 to help inform a refreshed Workforce Wellbeing strategy for the organisation.
- 4.36 Work is ongoing towards a borough wide behaviour change programme. Options are currently being developed to be taken to Leadership early 2019
- 4.37 The Sugar Smart plan continues to be a priority. As part of the communication and supporting information for families a pupil pack was launched and is being given to children as part of the National Child Measurement Programme. Work on physical activity has been enhanced by Local work with GM Moving and Sport England to implement the local elements of the successful GM Lottery



bid (Local Pilot).

- 4.38 Work on the adverse childhood experiences needs assessment commenced at the end of November following completion of the procurement process. The contract was awarded to the Centre for Public Innovation and is on target to be completed by the end of Q4. The needs assessment will include estimates of ACE impact in Rochdale, service mapping and stakeholder consultation. Interviews to be held with key stakeholders are in progress and a workshop for wider stakeholder engagement has been arranged for February 2019.

Performance Issues

- 4.39 None

Alternatives Considered

- 4.40 None

<b>Costs and Budget Summary</b>
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5. None

<b>Risk and Policy Implications</b>
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6. None

<b>Consultation</b>
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7. Not required

<b>Background Papers</b>	<b>Place of Inspection</b>
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| 8. Adult Care Directorate Plan 2018-19<br><br>Children's Services Directorate Plan 2018-19<br><br>Public Health Directorate Plan 2018-19 | Number One Riverside, Smith Street, Rochdale OL16 1XU |
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