



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

## Adult, Children & Public Health Directorate Plans 2018-19 Quarter 4 Performance Update

### Executive Summary

1. To report progress at the end of Quarter 4 (1<sup>st</sup> January – 31<sup>st</sup> March 2019) 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.

The Quarter 4 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.

**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

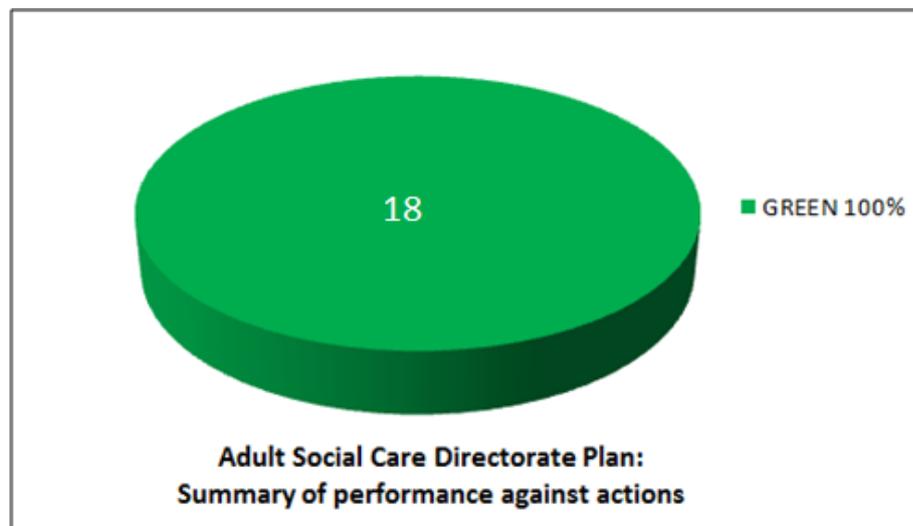
This year the directorate plans are formatted differently to include milestones for each directorate action. This enables O&S to monitor the work that must be completed, to support achievement of the action

### Key Points for Consideration

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

##### Performance Overview

- 4.1 100% (18) of the actions included in the Directorate Plan 2018-19 are now complete. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 4.



##### Quarter 4 Highlights

- 4.2 The new AMHP (Approved Mental Health Practitioner) hub is working well with evidenced outcomes for people in the borough of Rochdale. The dementia strategy is in development. A new Memorandum of Understanding is in place along with evolving governance arrangements.
- 4.3 Delayed Transfer of Care is below the GM prescribed target and is still one of the best in GM and the North West. Patient flow is improving with enhancements through the reablement service -78% year to date were successfully reabled. Integrated discharge teams are in place with improved offer at acute sites. Pennine Acute are developing the access to A&E pathways- this work is led by LCO colleagues and will be refocussed to spring 2019. The % of people discharged from hospital into reablement and still at home 91 days later is over 86% and performing well. The community flow service has been set up and in place.
- 4.4 Links have been established with children's services for joint working. The 7% target, to get adults with a learning disability to be in paid employment, set at the start of the year was a stretching one and although it will not be achieved at year end (likely to out turn 6.6%), Rochdale is still the 3rd best in GM on this

indicator. There is a positive new offer under development in GM for an enhanced employment offer.

- 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 disseminated across the service; quarterly quality and practice assurance meetings occur along with triangulation of case audits. Social work practice governance has been completed in the joint Mental Health service and a new memorandum of understanding in place. Outcomes indicators are to be developed to demonstrate the quality of service and positive impact on service users. GDPR audits have been completed and all recommendations are in progress to be completed. The governance team within the service are supporting IG to ensure all the correct privacy notices are online along with developing retention periods.
- 4.6 In terms of development of the market for intensive support for vulnerable people, all schemes set up are on track with members being updated on a regular basis. Schemes include; Extra Care (Milnrow), Autism (Middleton) and Supported Accommodation (Heywood).
- 4.7 Work continues with Shared Lives to develop a valued, family based service, focused on reducing the need for older people to attend A&E or require hospital admissions. This work is in line with the GM strategy and currently ongoing.

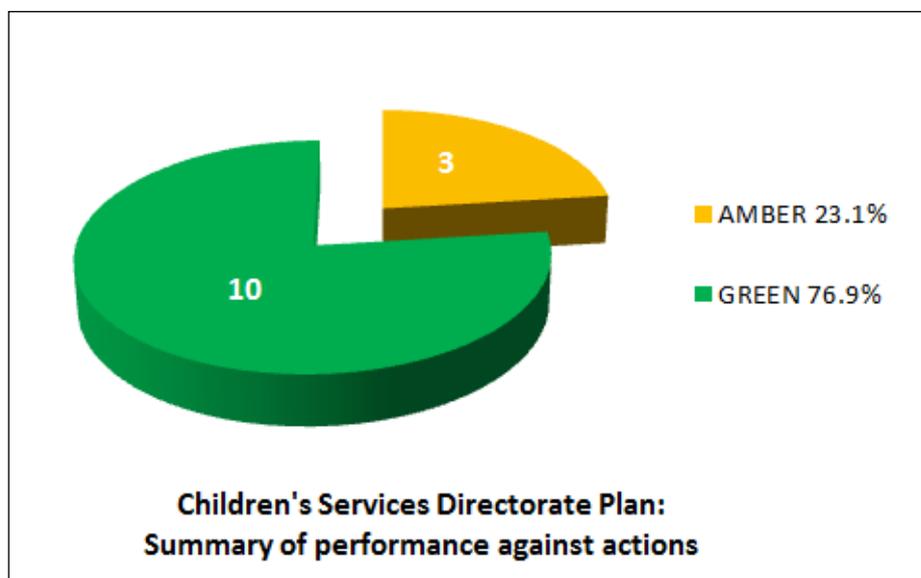
#### Performance Issues

- 4.8 None

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

#### Performance Overview

- 4.9 76.9% (10) actions included in the Directorate Plan 2018-19 have now been complete. 23.1% (3) further actions have passed the action due date and are not complete. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 4.



4.10 The actions that are not fully complete and have passed the action due date (Amber) relate to:

- Continued implementation of SEND (Special Educational Needs / Disabilities) reforms
- Develop shared and innovative services to respond to children and families complex needs
- Improve workforce stability

#### Quarter 4 Highlights

4.11 The bid for strategic school improvement funding was unsuccessful however from the Autumn term 2018, we have progressed delivery of the EYFS Language and Communication Strategy. Improvements in reading outcomes at the end of key stage 2 evidence significant progress and impact of a number of pilot initiatives which will be incorporated in the borough wide reading strategy.

4.12 Primary and secondary school places are subject to ongoing review. Cabinet approval gained in March 2018 for further expansions to meet forecasted need. the Council has approved release of sites for two new schools

4.13 The Fair Access Protocol has been revised to ensure swifter but fair allocation under the normal admissions process. Availability of school places is very limited. This requires continual place planning review on a termly basis.

4.14 The annual School Building Maintenance Programme for 2018/19 has been prioritised, commissioned and delivered in line with agreed timescales and budgets.

4.15 The FSM Strategic partnership Board and the FSM Operational Board continue to operate effectively with regular partner updates; meeting on a monthly basis since January 2018. The operational group has recently re-formatted its agenda to include regular updates from partners - any issues identified are escalated to the Partnership Board.

4.16 QA audits on supervision and EHA's have been conducted since April 2018 and lessons learned and good practice guidance is disseminated across the team. Case audit processes have been embedded across EH / FSM. The revised step up/down guidance has also been re-written following consultation with key agencies and partners and approved by the Board. Briefings on the new protocol will be delivered and we will begin to measure impact on step up/down practice.

4.17 Following a full options appraisal involving extensive consultation with staff and partners, Youth Service staff did not want to proceed with the establishment of a workers cooperative but opted to remain within the Local Authority. Staff continue to provide a wide range of activities for young people across the Borough in a range of delivery styles and venues.

- 4.18 We are not able to fully progress the work on the integrated 0 -25 model as this is dependent on Family Service Model and the commissioning of services. To prevent delay, steps have been made to seek to create virtual teams E.G ESKW now attend the weekly CAONs meeting to ensure effective co working: monthly multi-agency complex cases discussion forum: work on a shared joint equipment purchasing point: joint team drop in surgeries for school and parents, Joint resource panels etc.
- 4.19 School Readiness conference took place on 23rd November. 30 hour delivery fund project implemented, 30 hour access increased from 917 children in Autumn 2017 to 1,610 children in Summer 2018.
- 4.20 Local representation on GM Early Years Workforce Strategy Group to support local development, service workforce audit undertaken against GM assessments and interventions. Revision of deadline to March 2019 to link this to the GM Workforce Academy Development Work.
- 4.21 Greater Manchester is continuing to develop a GM regional offer and the local offer will be aligned to this. Complex safeguarding lead has been appointed for GM and a work plan will be developed. Monies have been obtained from the DFE in respect of Complex Safe guarding and these are shaping local services. Currently progressing plans to have a co-located service that will manage local complex safeguarding issues on a multi-agency basis.
- 4.22 Project plan and Project board now in place to drive implementation. "Leading Relational Practice programme". Recruitment and Retention working group (combined with NAAS) is in place. Work programme in development which incorporates conditions for success, revised job descriptions and job adverts, informed by post qualifying social work standards (KSS), revised career pathway which supports continuous professional development, and learning from exit interviews. This will inform the refreshed recruitment and retention strategy to become a vibrant "Rochdale Offer".
- 4.23 The new arrangements under Working Together 2018 have remained the focus of the Board. A presentation was made to the Board Membership and it has remained a key agenda item since publication in July 2018. The proposed new arrangements document has been sent out to all partner agencies for consultation and early indications are that agencies are supportive of the proposed changes.
- 4.24 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. This would also include consideration of those agencies that would cover GM area and would need to be involved in individual arrangements. The changes in respect of CDOP are being put in place and timescales requested to meet the cessation of the Board arrangements. The plan remains for a GM CDOP.

- 4.25 The GM Standards Board provides the opportunity to ensure that regional issues are considered for all key partner agencies. Learning from Early Adopters is also being shared regionally via the Standards Board but also via the Regional Safeguarding Leads forum. Rochdale has also agreed to take part in an evaluation exercise sent out by Salford with regard to the Rapid Review and CSPR arrangements and fed back learning from involvement with the revised processes since July 2018.

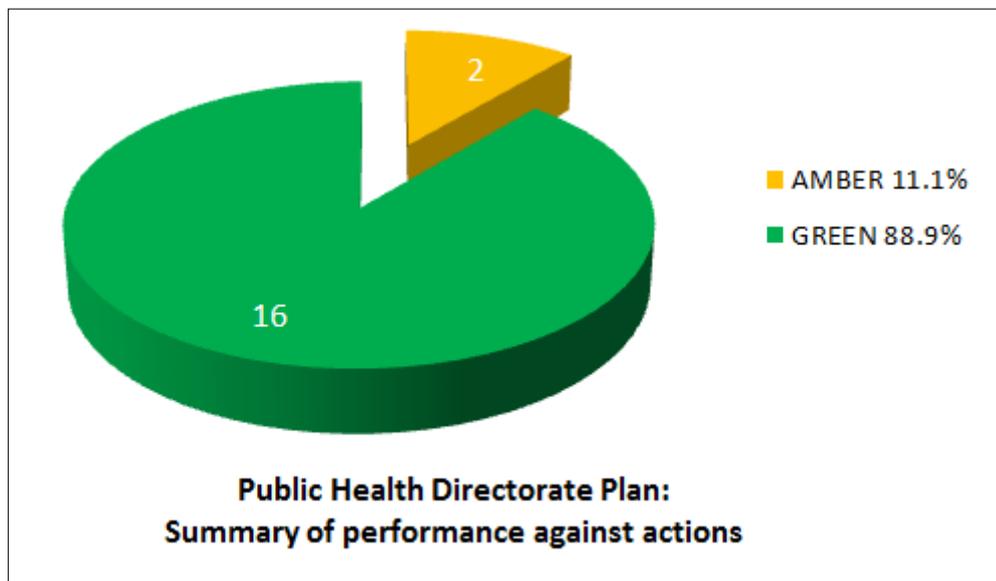
#### Performance Issues

- 4.26 None

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

#### Performance Overview

- 4.27 88.9% (16) actions included in the Directorate Plan 2018-19 are now complete. 11.1% (2) actions have passed the action due date and are not complete. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 4.



- 4.28 The actions that are not fully complete and have passed the action due date (Amber) relate to:
- Reduce avoidable deaths related to cardiovascular disease
  - Develop and implement a behaviour change programme part of the wider commitment to changing the conversation between citizen and state.

## Quarter 4 Highlights

- 4.29 The annual flu programme was completed for high risk groups and staff. The community infection prevention and control plan was completed as agreed
- 4.30 The Integrated Prevention system 'Connecting You' has been launched with all staff recruited. A work plan has been implemented up to the end of March 2019 and the forward plan for 2019/20 is currently being finalised.
- 4.31 All transformation projects in the Prevention and Access theme are now implemented and delivering. Outcome measures are being developed to assess the impact of the projects and a programme of evaluation has commenced. The Prevention and Access Partnership Board is in place and overseeing the delivery of GM and local transformation work as well as wider prevention developments. Work is underway to try and utilise business intelligence to enable better targeting of our preventative services.
- 4.32 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 were consolidated into a draft 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, including pathways of support for patients within the Trust to support them to 'stop before the op'. The Framework for Action is currently being finalised in line with the new public health priorities for 2019/20.
- 4.33 The Baby Clear programme, commissioned from PAHT Midwifery service in terms of delivery of smoking quits is not on target due to long term staff sickness. This lack of capacity has been raised with the provider and recruitment is now taking place after an approximate 5 months gap. Throughout this period the quits have been delivered by the 2 Midwifery Support staff. As of February 2019, overall, 25% of women setting a quit date achieved a 4 week quit. This is significantly below the target of 70%. As of December 2018, 53% were lost from the incentive scheme. Other elements of the programme are performing well 97% of pregnant women are CO monitored at booking (target 95%). Of those women achieving a 4 and 12 week quit all are CO validated quits.
- 4.34 It is expected that following recruitment the smoking quit performance will improve.
- 4.35 In terms of reducing deaths related to cardiovascular disease a report on outcomes was taken to the Integrated Commissioning Board and informed the development of priorities going forward. An equity audit of cardiac rehabilitation and outcomes review on cardiovascular disease were completed. Further work in this area is carried forward to 2019/20 due to capacity issues in the team to complete this work in 2018/19.
- 4.36 Consultants have been appointed to develop new Sport England specification and adapt to Link4Life service delivery (with addition of Culture also). New

leases and licences for Link4Life properties are being developed. L4L contract extended until 2028. Anticipated Cabinet report for new P.A approval in July 19. Estimated go live of new contract and framework March 2020 with revised management fee/calculation being developed with earlier phased introduction of some key elements of the revised contract.

- 4.37 A completed draft plan for 2019/20 has gone to the GM Ageing Hub and will also be shared with Wider Leadership Team. The steering Group are working towards completing the WHO Audit framework and we will also be carrying out some engagement events in Q1 (2019/20) with older residents in the borough to inform our Action Plan for 2020.
- 4.38 The Rochdale Work and Health Steering Group met during September, with key partners coming together to provide system leadership and governance for the joint programme of work relating to health and employment within Rochdale. A key priority in the group is to strengthen the contribution that Rochdale employers make to good quality work & healthy workplaces, including the public sector leading by example. 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 May 2019 to help inform a refreshed Workforce Wellbeing strategy for the organisation.
- 4.39 All actions for the GM Air Quality action plan are underway within the required timescales. Progress made with modelling for Clean Air Action Zone.
- 4.40 The local suicide prevention group meets regularly and has agreed to follow the GM Suicide Prevention Strategy. Local actions have included improved use of data, notices at risk spots and work to improve communication in males at risk. Rochdale contributes strongly to GM work on suicide prevention attending all meetings and influencing the development of the GM approach going forward.
- 4.41 A Phase 1 GM Population Health dashboard has been completed as agreed and a suite of standards were produced for testing across the system. An excellence in GM programme has been agreed and will focus on childhood obesity in 2019/20.
- 4.42 Work is ongoing towards a borough wide behaviour change programme. Options are currently being developed to be taken to Leadership early May 2019.
- 4.43 There have been a significant number of interventions delivered by a range of partners under the Sugar Smart banner. These include general awareness raising, supporting children and families to give up fizzy drinks (GULP), undertaking engagement with the Youth Council on the issue of consuming less sugar and trailing (in 1 school), reducing the sugar content of puddings served to children by one third. The childhood obesity partnership is signed up to Sugar Smart UK and the website promotes the work we are doing across

the country.

- 4.44 The Daily Toddle is now established in all children's centres and significant progress has been made to roll this out to all private nurseries. 34% of schools undertake the Daily Mile.
- 4.45 A completion date for the Joint Strategic Needs Assessment on Adverse Childhood Experiences has revised to 30.4.19; on target for completion. Needs assessment will be presented to RBCSB and to stakeholders on 30.5.19.

#### Performance Issues

- 4.46 None

#### Alternatives Considered

- 4.47 None

### **Costs and Budget Summary**

5. None

### **Risk and Policy Implications**

6. 6.1 Local authorities have specific duties in respect of children under the Children Acts 1989 and 2004. They also have statutory duties under the Children (Leaving Care) Act 2000 and the associated regulations, being the Care Leavers (England) Regulations 2010 in respect of eligible and relevant and former relevant children i.e. current and future cohorts of children who have left or will leave the local authority's care.
- 6.2 The Children and Social Work Act 2017 introduced 3 new provisions:
- i. A duty on local authorities which requires them to offer Personal Adviser support to all care leavers towards whom the local authority had duties under section 23C of the Children Act 1989, up to age 25 - irrespective of whether they are engaged in education or training. This includes care leavers who return to the local authority at any point after the age of 21 up to age 25 and request such support. (Under previous legislation, local authorities were required to only provide care leavers with support from a Personal Adviser until they reached age 21, with that support continuing up to age 25 if a care leaver was engaged in education or training. However, this support was not available to care leavers aged over 21 who were not in education, training or employment);
  - ii. A duty on local authorities to consult on and then publish their 'local offer' for care leavers, which sets out both care leavers' legal entitlements and the additional discretionary support that the local authority provides; and

- iii. A duty on local authorities which requires them to have regard to seven 'corporate parenting principles', that will guide the way in which the local authority provides its services to children in care and care leavers.

6.3 The seven Corporate Parenting principles under The Children and Social Work Act 2017 are:

- i. To act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- ii. To encourage those children and young people to express their views, wishes and feelings;
- iii. To take into account the views, wishes and feelings of those children and young people;
- iv. To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- v. To promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- vi. For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- vii. To prepare those children and young people for adulthood and independent living.

The nature of services provided to children and families involve managing significant levels of risk. High quality early intervention and social care services reduce the likelihood of children suffering harm and increase the likelihood of children developing into successful adults and achieving and succeeding.

The 2010 Equality Act outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity and foster good relations between people from different groups
- The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

Equalities and Diversity considerations are a key element of the Council's approach to safeguarding and work with care leavers.

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

<b>Background Papers</b>	<b>Place of Inspection</b>
8. Adult Care Directorate Plan 2018-19	Number One Riverside, Smith Street, Rochdale OL16 1XU

Children's Services Directorate Plan 2018-19	
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Public Health Directorate Plan 2018-19	
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<b>For Further Information Contact:</b>	Ben Jorgensen, , ben.jorgensen@rochdale.gov.uk
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