
London Borough of Sutton Peer Review 20 – 22 February 2019

Review team

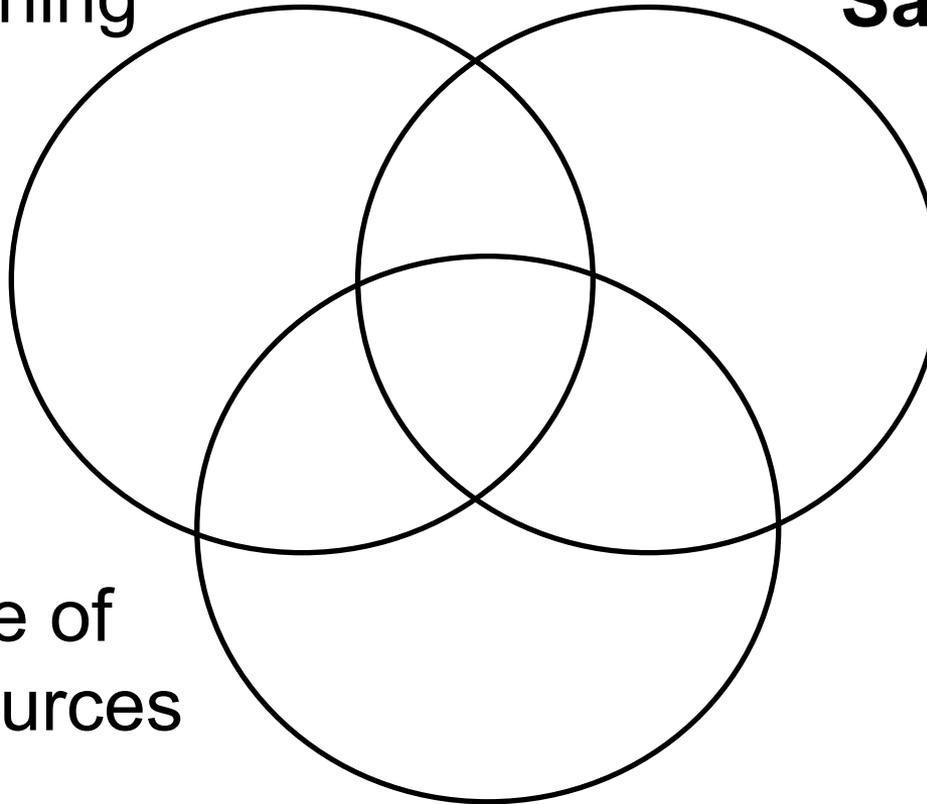
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Peer review themes

Commissioning

Safeguarding

Use of
Resources



‘Light touch’ peer review

With the volume of information supplied and a relatively short time to process it, subtleties of Sutton’s situation will inevitably be missed along the way. For this reason the peer review is light on absolute ‘judgments’ about the quality of services. This report is provided in the spirit of self-directed improvement and identifies good practice as well as areas for reflection which may suggest ways of improving services.

We have only included our themes and thoughts based on triangulated information.

This presentation and discussion form part of the triangulation.

Methodological Approach

Theme 1	Theme 2	Theme 3	Theme 4
<p>Outcomes for, and the experiences of, people who use services</p> <p>This theme looks at what differences there have been to the outcomes people experience in relation to Adult Safeguarding and the quality of experience of people who have used the services provided</p> <ul style="list-style-type: none"> • Element 1: Outcomes • Element 2: People's experiences of safeguarding 	<p>Leadership, strategy and working together</p> <p>This theme looks at:</p> <ul style="list-style-type: none"> - The overall vision for Adult Safeguarding - The strategy that is used to achieve that vision and how this is led - The role and performance of the Adult Safeguarding Board (SAB) - How all partners work together to ensure high quality services and outcomes <ul style="list-style-type: none"> • Element 3: Collective leadership • Element 4: Strategy • Element 5: Safeguarding Adult Board 	<p>Commissioning, service delivery and effective practice</p> <p>This theme looks at the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people</p> <ul style="list-style-type: none"> • Element 6: Commissioning • Element 7: Service delivery and effective practice 	<p>Performance and resource management</p> <p>This theme looks at how the performance and resources of the service, including its people, are managed</p> <ul style="list-style-type: none"> • Element 8: Performance and resource management

Introduction

Sutton asked us the following – we want the peer review to:

- Help us take forward our priorities
 - Effectiveness of delivery of priorities
 - Engaging people who access services and the community
- Help us make the most of our resources
 - Community safety, fire and police
 - LBS new structure and operating model
- Help us to improve our collective effectiveness
 - We want to improve how we measure outcomes
 - ‘Making Safeguarding Personal’ multi-agency audit and the Joint Intelligence Group (JIG)

Our findings and reflections

Theme 1: Outcomes for, and the experiences of, people who use services

This theme looks at what differences there have been to the outcomes people experience in relation to Adult Safeguarding and the quality of experience of people who have used the services provided

What is working well?

Element 1: Outcomes

- Evidence of Making Safeguarding Personal in multiple files in respecting Adults' family and carers contribution in the process of enquiry and investigation.
- MSP thread is apparent throughout the proposed new safeguarding process module on MOSAIC (due to go live April 2019)
- In several audit cases there was evidence that a decentralised safeguarding response enabled the same worker to 'stay with a case' and focus on prevention

Areas for consideration

Element 1: Outcomes

- How to maintain consistency and quality of formal care for those living at home.
- Develop mechanism to gain information and maintain a dialogue with placing LAs
- Comprehensive and Accessible risk assessment that could be used with Adult at Risk, family, advocate.
- Consideration to weigh up the views of families and carers whilst still maintaining the voice of the person at the centre

What is working well?

Element 2: People's experience of safeguarding

- Evidence from audit that cases referred were generally dealt with dignity and respect
- Clear evidence that referrals for safeguarding originated from multiple sources (including service users, relatives, friends, police, external providers and internal staff)
- St George's Trust (MH) have developed MSP approach by examining their organisation, the patient experience now includes peer support and post incident learning sessions

Areas for consideration

Element 2: People's experience of safeguarding

- Safeguarding episode not consistently capturing the individual's experience and outcomes, through the stages of an enquiry
- Area of opportunity to increase use of community assets and resources: Short term resolutions by a single agency may provide immediate safeguards but in the longer term a community based approach may support better long term outcomes
- SAB Website refresh could provide an opportunity to co-produce with residents
- Regarding self neglect and hoarding, Sutton may wish to consider how current protocol and approach could be enhanced by development of a Risk Panel (Salford / Lewisham SAB)

Theme 2: Leadership, strategy and working together

This theme looks at:

- **The overall vision for Adult Safeguarding**
- **The strategy that is used to achieve that vision and how this is led**
- **The role and performance of the Safeguarding Adult Board (SAB)**
- **How all partners work together to ensure high quality services and outcomes**

What is working well?

Element 3: Leadership

- SAB Leadership has fostered an approach where safeguarding is critical and everyone's business
- Clear evidence of senior leadership commitment to safeguarding and working closely with partners
- Joint Board (SAB, SSCB and Safer Community Partnership) focus on four priorities
- Leadership commitment to integrated working and shared vision is beginning to have an impact on residents

Areas for consideration

Element 3: Leadership

- As the Sutton Health and Care strategy develops into its next phases – need to anticipate the complexities of the governance arrangements
- Need to future proof the commitment to partnership working whilst changes to the Borough Command Units, NHS providers and Clinical Commissioning Group continue to evolve
- Given the pressures on recruitment, could the service benefit from a focused workforce development programme

What is working well?

Element 4: Strategy

- Sutton Plan – widespread commitment from the community and partners. Provides a platform to facilitate greater engagement with the SAB
- SAB has been the platform and catalyst for strategy development and supporting practice e.g. LFB ‘Better Contact’
- SAB is supporting a range of initiatives to ensure wider awareness e.g. E-learning safeguarding module for all members, Annual Listening Events and increasing awareness of hate crime within the Learning Disability community

Areas for consideration

Element 4: Strategy

- Whilst there is a desire to co-produce and evidence of emerging good practice, the council could clarify its commitment to this approach (including the methodology)
- When implementing the updated local Provider Concerns procedures, ensure providers understand the Multi-Agency Adult Safeguarding policy and procedures and their roles and responsibilities
- Opportunity to co-produce the SAB strategy – SAB members and wider partners are enthusiastic and keen to engage

What is working well?

Element 5: Local Safeguarding Adults Board (SAB)

- Effective engagement at a senior level (including members)
- SAB provides a good challenge to member organisations to ensure safeguarding is a key priority
- A commitment to engaging people who access services and carers in the SAB's business

Areas for consideration

Element 5: Local Safeguarding Adults Board (SAB)

- The subgroup structure needs a refresh and simplification to ensure they deliver the priorities of the business plan and should be reviewed on an annual basis
- Increase the visibility and accessibility of the strategy with a clearer prioritisation of key actions e.g. safeguarding reference group
- Consider whether staff are sufficiently aware of the SAR process and how to refer cases

Theme 3: Commissioning, service delivery and effective practice

This theme looks at the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people.

What is working well?

Element 6: Commissioning

- Commissioning and operations have strong functioning relationships – swift process for following up on concerns
- Commissioning is values-based and focused on the welfare of people who access services
- Integration is impactful - high level strategy is spoken of well in supporting frontline activity. The JIG is clearly a major focus for combined assessment of provider risk and co-ordinating action
- Provider relationships are strong - real appreciation of the provider forums and their work, the training offer, and commissioner relationship
- Examples of co-production e.g. Carers' strategy, homecare retender

Areas for consideration

Element 6: Commissioning

- The JIG would appear to benefit from clearer governance and links up to senior management decision-making. A lot rests on this group and this may present a risk of diluting the market quality focus.
- Some providers feel the loss of a perceived 'single point of contact' for safeguarding activity, and how concerns are triangulated
- Three-locality model under Sutton Health & Care at Home means homecare retender plans (two localities) are not aligned
- Some strong engagement and insight about service users, carers and their experience – could SAB engagement question be answered by more systematic channelling of this work?
- Commissioning and brokerage support to the learning disability service could be enhanced (as in the rest of the service) to improve the support to social workers in achieving outcomes for individuals

What is working well?

Element 7: Delivery and effective practice

- Staff appreciate the benefits of integrated working to achieve a more proportionate responsive approach to safeguarding
- Strong joint working across internal and external partners e.g. Advocacy service, prevention of financial abuse
- Reduced hand-offs in new safeguarding model
- Caseloads reported as manageable

Areas for consideration

Element 7: Delivery and effective practice

- SAB assurance that all cases that may meet SAR criteria are properly being considered at the SAR subgroup
- Ensuring the workforce are aware of the criteria for referring cases to the SAR subgroup for consideration
- Opportunity to develop and disseminate the model of social work practice (including the new safeguarding arrangements)

Theme 4: Outcomes for, and the experiences of, people who use services

This theme looks at how the performance and resources of the service, including its people, are managed.

What is working well?

Element 8: Performance and resource management

- New structure and operational model has created potential for MSP to grow
- Safeguarding is a key motivation which has enabled partners to support the Sutton Health and Care at Home vision
- Some robust use of data to inform change e.g. JIG and the impact that it has had on supporting care homes

Areas for consideration

Element 8: Performance and resource management

- Develop an outcomes framework using data and action planning to demonstrate the impact of strategy
- There is an opportunity for the refreshed subgroups to become more evidence based and outcome focused e.g. using an integrated dashboard
- In developing the new quality assurance framework, there is the potential to use this to support reporting into the SAB strategic plan and for it to be co-produced with residents
- Ensure an evidence based approach in your review of the impact of transformational change e.g. Safeguarding Team restructure

Suggested next steps

- Review to be shared widely in Sutton, particularly among those who contributed to the review
- Action plan to be co-produced and owned across the system

Thank you

Thank you to all the staff and providers we met during our visit who were open and extremely welcoming. Thanks also for your hospitality and support during our stay.

Special thanks to Paul, Patrick, Anita and all those involved for taking such good care of us

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