



Camden Adult Social Care Peer Review 2023

Reflections for HASC July 2023

Overview

- A team of peer reviewers visited Camden in May to undertake a peer review. This consisted of a case file audit, a review of our current self-assessment and related evidence, and most importantly nearly 40 interview sessions with staff, partners and people who draw on care.
- The peer review team gave overwhelmingly positive feedback on what they saw here in Camden, which can be neatly summed up by the lead reviewer's comment that he would be more than happy to have a relative supported by Camden. Alongside this there was also some really useful feedback about the things we need to focus on to ensure that every Camden resident can draw on exceptional care and support. The full final report is attached as Appendix A
- In the following slides we have captured our reflections and proposed actions against each line of enquiry

Scope

We asked the Peer Team to look at two themes as defined within the CQC Assurance Framework. These were Safeguarding and Leadership. Within these two themes we asked them to explore the following 5 key lines of enquiry

1. Do we have a collective view of what good looks like in Safeguarding Adults and do we have effective arrangements for measuring this?
2. To what extent is co-production and Making Safeguarding Personal central to all that we do in ASC; how effectively is this demonstrated through our outcomes and performance measures?
3. How do we demonstrate that our engagement strategies are inclusive and reach all groups in the community
4. To what extent does our leadership and governance arrangements assure us of good safeguarding practice across ASC and the partnership including commissioned services?
5. Are our safeguarding arrangements sufficiently aligned to our wider work on quality and our support to care providers?

Key Line of Enquiry 1

What good looks like in Safeguarding Adults and effective arrangements for measuring this?

Our reflections

We acknowledge and welcome the Peer Teams' recognition of areas of good practice in particular our What Matters approach, our Quality Assurance developments (including Audits) and how we action our learning from Safeguarding Adults Reviews. We also recognise the need to ensure that data is more accessible to our front line managers and that they are supported to use it in their day to day work in order to continuously drive quality and measure improved outcomes for residents

Our proposed action

The development of Performance dashboards for Managers is already underway and it is our plan to accelerate this work in light of this review.

A safeguarding Performance Framework is also under development and will be signed off by the QA Board in Q3

Key line of Enquiry 2

Extent to which co-production and Making Safeguarding Personal is central to all that we do in ASC; how effectively is this demonstrated through our outcomes and performance measures?

Our reflections

We were delighted that the Peer Team recognised coproduction and resident engagement as one of our key strengths. We also valued and welcomed their observation on our relentless approach to challenging structural inequality at an organisational level.

Our proposed action

Continue to strengthen our approach to Making Safeguarding Personal through conversations at both a strategic and frontline practice level

Our co-production framework will be finalised in November 2024

Key line of Enquiry 3

How do we demonstrate that our engagement strategies are inclusive and reach all groups in the community

Our reflections

Again the Peer team reported on our deep commitment to coproduction and gave examples of best practice that they were planning to take back to their own respective organisations. We do however recognise that there is more to do in terms of extending our reach to all groups in the community.

Our proposed action

Our co-production lead is engaging with a wide range of resident groups and organisations, including Camden Carers, Older Person's Advisory Group, Camden Borough User Group, Voiceability, Great Camden Minds, Synergy, Surma Community Centre, Third Age Project, Hopscotch, Camden Faith Communities Partnership, Age UK Camden, The Camden Society and many others. Our focus as we move forward will be to continue to seek out and engage seldom heard voices, develop Lived Experience Leaders in Camden and work towards co-delivery of training and workshops with our residents.

Our co-production framework and practical toolkit will be launched by early 2024.

Key line of Enquiry 4

To what extent does our leadership and governance arrangements assure us of good safeguarding practice across ASC and the partnership including commissioned services?

Our reflections

The Peer Team gave us many examples of positive practice in this area, ranging from political and executive leadership in relation to safeguarding adults to leadership engagement with staff where regular opportunities to discuss topics such as safeguarding are hosted through our Open House weekly sessions. They also commented on how we are supported as a department to be creative, try out different things and 'take positive risks'

They asked us to think about how our culture of quality improvement is further embedded across all teams and services and how the assurance plans of the Safeguarding Adults Board will be shared more widely.

They also suggested we think about how our Safeguarding Adults Board and associated strategy and action plans are more widely shared and owned across Borough Partnerships and Neighbourhood planning.

Our proposed action

Considerations and recommendations that relate to the Safeguarding Adults Board will be brought to the August Board and agreed actions will be built in to the Board's delivery plan for 23/24

Key line of Enquiry 5

Are our safeguarding arrangements sufficiently aligned to our wider work on quality and our support to care providers?

Our reflections

We were pleased that those Providers whom the Peer Team spoke with reported good relationships and lines of communication with our Commissioners, and that conversations about safeguarding were central to these discussions. We also recognise that our Providers could be more connected to the work of the Safeguarding Adults Board and that referral routes in to our Safeguarding Teams were not always clear.

Our proposed actions

We currently have some provider representation on the Board, but recognise that all commissioned providers should be aware of the Safeguarding Adults Board, its work and how learning from across the partnership can support safe services and continuous improvement. We will be bringing discussions about the Board to our provider forums, and ensure that awareness of the Board is raised in our regular monitoring and quality meetings. We will highlight specific learning from the Board and encourage more providers to become members, as well as attend its events. Providers will continue to engage with commissioners to enhance our joint approach to quality assurance. We will also finalise, publish and disseminate our co-produced process and shared expectations for reporting, designed by providers and commissioners with safeguarding colleagues.

Case File audits

Our reflections

We welcomed this approach which gave us useful and independent insight into our recording practice. Although the sample size was relatively small the findings triangulate with the outcomes of other recent case file audits. We recognise that there are also excellent examples of case recording which we need to share across our staff groups and ensure that managers and supervisors create the right conditions to support staff in their learning.


Our proposed action

Review and relaunch our case recording guidance which will be accompanied by a series of learning events. This will be reported and monitored through our ASC Quality Assurance Board



Our reflections: Camden Leadership

Key themes of leadership feedback

- Strengthening our high-level narrative of ASC in Camden
 - Thinking about awareness and understanding of our ASC narrative at a leadership level, including 'warts and all', and its place in our organisational strategic literature
 - Thinking about how we prepare people ahead of future assurance visits/interviews, particularly leadership
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Next Steps

Action plan

- Finalising all actions and sign off at ASC Quality Board
- Ensuring alignment with other existing quality assurance work
- Determining clear lines of responsibility and timescales

Communications

- Sharing progress with colleagues and stakeholders via DMT and other avenues