



Social Services Improvement Agency

# **Children's and Adults' Services**

## Social Services Peer Review Guide

April 2016

This document sets out the standards for Children's and Adults' Services, which are used to support the Peer Review process as set out in the Social Services Peer Review Guide. The Standards are built around the following key themes:

- Outcomes for and the experiences of, the children, young people and families or the adults who use services,
- Leadership, strategy and working together,
- Service delivery, effective practice and commissioning and
- Performance, quality and resource management.

## Children's Services Standards

The standards are grouped into four main themes, with further sub-themes.

Themes	<b>Outcomes for, and the experiences of, children and young people and their families who use services</b>	<b>Leadership, strategy and working together</b>	<b>Service delivery, effective practice and commissioning</b>	<b>Performance, quality and resource management</b>
Elements	<b>1. Outcomes</b> <b>2. Children and young people and their families experiences of services</b>  This theme looks at what difference to outcomes for children and young people and their families there has been.  It also looks at the quality of experience of people who have used the services and supports provided.	<b>3. Leadership</b>  <b>4. Strategy</b>  <b>5. Local Safeguarding Board</b>  This theme looks at: <ul style="list-style-type: none"><li>• The overall vision for children, young people and their families' services.</li><li>• The strategy that is used to achieve that vision.</li><li>• How this is led.</li><li>• The role and performance of the Local Safeguarding Board.</li><li>• How all partners work together to ensure high quality services and outcomes.</li></ul>	<b>6. Service Delivery and effective practice</b>  <b>7. Commissioning</b>  This theme looks at the effectiveness of service delivery, practice and commissioning in securing better outcomes for children, young people and their families.	<b>8. Performance, quality and resource management</b>  This theme looks at how the performance, quality and resources of the service, including its people, are managed.

## Outcomes for and the experiences of children and young people and their families who use services

This theme looks at what difference services make in relation to outcomes for children and young people and their families and the quality of experience of those who have used the services provided.

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>1. Outcomes</b>	<p>1.1 Children and young people and their families who use services have improved outcomes as a result of the council's support.</p> <p>1.2 The council works with partners to prevent harm occurring to children and young people and address risk of harm at an early stage.</p> <p>1.3 Children and young people at risk of abuse and neglect are safeguarded in the community and in establishments such as homes and hospitals.</p>	<ul style="list-style-type: none"><li>• Officers and Members work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes.</li><li>• Outcomes for children and young people supported by social care services are improved through effective co-ordination with partners.</li><li>• Families are supported to parent their children and young people well and to support positive outcomes for them.</li><li>• Children and young people are in good health or are being helped to improve their health and their health needs are identified.</li><li>• Children and young people attend school or other educational provision and they learn. The attainment gap between them and their peers is narrowing.</li><li>• Children and young people have their welfare safeguarded and promoted.</li></ul>	<ul style="list-style-type: none"><li>• There is an emphasis on outcomes throughout all strategies, plans and progress reporting and in interviews and case records.</li><li>• Performance reporting includes outcomes measures.</li><li>• Case files, Local Safeguarding Adults Board reports.</li><li>• Serious Case Reviews, Domestic Homicide Reviews, Serious Untoward Incidents, Mental Health Inquiries, Coroners reports.</li><li>• Reports to the Council, NHS, Community Safety Partnership and Local Strategic Partnership.</li><li>• LSCB, council and management reports.</li></ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
	1.5 The council and its partners' approach to work with children, young people and families clearly has an outcome based focus.	<ul style="list-style-type: none"> <li>• Children and young people live in safe, stable and appropriate homes or families with their brothers and sisters when this is in their best interests. The development of safe, stable and secure relationships with adults is central to planning for children and young people's futures and this supports the development of secure attachments that persist over time and wherever they are living.</li> <li>• Help and protection for children and young people is sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language (including Welsh Language), race and sexual orientation.</li> <li>• Children and young people who are, or who are likely to be, at risk of harm or who are the subject of concern are identified and protected.</li> <li>• Children and young people who live in households where at least one parent or carer misuses substances or suffers from mental ill-health, or where there is domestic violence, are helped and protected.</li> <li>• The public (including under-represented and vulnerable groups), is aware of the risk of abuse and neglect to children and young people and how to raise concerns.</li> <li>• Effective prevention and early intervention is in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Council and LSCB publicity and reports.</li> <li>• Consideration is given, and appropriate action is taken, in relation to information received from the public.</li> </ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• When support is needed, children, young people and families are able to access it for as long as it is needed, throughout their childhood and beyond.</li> <li>• There is a shared approach to outcomes between the Council, NHS, Police and other partners.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>2. Children and young people's, and their families experience s of services</b>	<p>2.1 The views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking.</p> <p>2.2 The council and its partners have achieved high levels of expressed, positive experiences from people who have used services.</p> <p>2.3 Delivery accords with the public sector Equality Duty.</p> <p>2.4 Services are personalised to the strengths and needs of individual children and young people and their families.</p>	<ul style="list-style-type: none"> <li>The local authority is proactive and accurate in identifying and responding to the changing needs of its local communities and the performance of its services and staff. Change and improvement are consistently and effectively implemented and reviewed for their impact. Children, young people and families clearly benefit from improvements that are made and the impact of their feedback is well evidenced.</li> <li>Children, young people and families have timely access to, and use the services of, an advocate where appropriate.</li> <li>Children and young people are listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, those advocated on their behalf.</li> <li>Adults working with children and young people who are, or have been looked after help them to understand and manage their early childhood experiences, to progress well and achieve educationally, and to influence decisions about their future.</li> <li>Children and young people receive help that is proportionate to risk; children and families are not routinely subjected to formal child protection investigations if these are not necessary.</li> <li>People experiencing services are treated sensitively and with dignity and respect.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from people who have used safeguarding services and actions taken as a result appears in plans, reports and strategies.</li> <li>LCSB reports.</li> <li>Aggregated reports from reviews.</li> <li>Protocols, strategies, examples of children and young people's involvement.</li> <li>Forms and protocols that use respectful language.</li> <li>A range of methods for engaging with children and young people e.g. young people's parliaments, focus groups, involvement activities.</li> <li>Policies and procedures.</li> <li>File audits.</li> <li>Management information.</li> </ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• There are services available to support families including where adults may also be at risk of abuse or neglect, and for abusers to address their behaviours where appropriate.</li> <li>• Wider family members, friends and neighbours are engaged in safeguarding children when this is appropriate.</li> <li>• Children and young people are represented by a Children in Care Council or similar body which is regularly consulted on how to improve the support they receive.</li> </ul>	

## Leadership, strategy and working together

This theme looks at how political and professional leadership is exercised in developing and implementing vision and strategy alongside key partner leaders to improve outcomes for children and young people and their families.

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>3. Leadership</b>	<p>3.1 There is recognised and active leadership within the council.</p> <p>3.2 There is joint and co-ordinated leadership with and by other key partners.</p>	<ul style="list-style-type: none"><li>• Inspirational, confident, ambitious and influential leadership changes the lives of local children, young people and families, including children who are looked after and those who have left or who are leaving care.</li><li>• Leaders are visible and effective. They innovate and promote creative ideas to sustain the highest-quality services, including early help services, for all children and young people.</li><li>• Professional challenge and leadership ambition inspire high-quality work with families that helps, protects and promotes the welfare of all children and young people, particularly those who are most vulnerable.</li><li>• Social workers are knowledgeable and skilled casework leaders working with other professionals.</li><li>• There are clear and agreed structures, accountabilities, roles and responsibilities at member and officer leadership level for Safeguarding.</li></ul>	<ul style="list-style-type: none"><li>• Interviews, focus groups and observation.</li><li>• Council reports, plans and strategies.</li><li>• LCSB reports.</li><li>• Media reports.</li><li>• Case records.</li></ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>Leaders are ambitious for all the children and young people in the area and make it known. They clearly communicate the overlays and distinctions between safeguarding, domestic violence, exclusion, hate crime, anti-social behaviour and community cohesion so that vulnerable adults are safeguarded.</li> <li>Officer leaders communicate clearly the legislative frameworks within which safeguarding sits.</li> <li>Key councillors, non-executive board members and officers are knowledgeable about children and young people, particularly those for whom they are corporate parents and those who need safeguarding. They keep abreast of local and national developments and learning, including enquiries, serious case reviews and reports.</li> <li>The Director of Social Services, the lead elected member and the senior management team have a comprehensive knowledge about what is happening at the 'front line' to enable them to discharge their responsibilities effectively.</li> <li>They know and understand the difference that help, care and protection are making.</li> <li>The council acts as a strong and effective corporate parent for children looked after and those leaving or who have left care.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Leaders, both professional and political, drive continuous improvement so that the local authority is consistently effective as the lead agency for the protection and care of children and young people and as a corporate parent.</li> <li>• The Chief Executive holds the chair of the LCSB to account for the effectiveness of the board.</li> <li>• Partners actively champion the key principles as set out in the public duties on race, gender and disability.</li> <li>• Leaders are supported by appropriate training and resources and take responsibility for their own ongoing development.</li> </ul>	
<b>4. Strategy</b>	4.1 Promoting the wellbeing of and safeguarding children and young people and their families are prominently embedded in corporate and service strategies across the council and partners.	<ul style="list-style-type: none"> <li>• The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers.</li> <li>• The council's corporate plan, children's services, LCSB, Adult Safeguarding, Community Safety (including domestic violence, anti-social behaviour and hate crime), Equalities and Diversity and Community plans demonstrate commitment to improving the lives of children and young people and dovetail with each other.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate, Children, Young People and Families and Partners' strategies and plans.</li> <li>• Commissioning and contracting documentation.</li> <li>• LCSB reports.</li> <li>• Policies and procedures.</li> </ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
	4.2 The council has a clear vision, priorities, strategies and plans for children and young people that promote their wellbeing and safeguard them.	<ul style="list-style-type: none"> <li>Analyses have been undertaken of both needs and the sufficiency of services and plans are published that set out clear local priorities and the range of available services that respond to and meet the needs of local children, young people and families in need of help, care and protection.</li> <li>There is a clear and up-to-date strategy for commissioning and developing services delivered by a suitably qualified and experienced workforce that meets the needs of local children and young people and families.</li> <li>The process of developing strategies has been inclusive and includes the Council, children and young people, NHS, police, CPS, voluntary and community sectors, etc.</li> <li>There is a clear strategy for improving outcomes for children and families in need of support or protection and for children who are looked after.</li> <li>The council knows what the views and experiences of children and young people who have used services are and has incorporated these in its vision, strategies, plans and priorities. These are also incorporated into commissioning processes.</li> </ul>	<ul style="list-style-type: none"> <li>The vision is articulated by the leaders and all employees across the Council and by its partner organisations.</li> <li>Needs Analyses.</li> <li>Director's Reports.</li> </ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>5. Working Together</b>	<p>5.1 There is multi-agency commitment to safeguarding.</p> <p>5.2. Safeguarding is effective at all levels (prevention and intervention).</p>	<ul style="list-style-type: none"> <li>• The Safeguarding Board demonstrates effective leadership and co-ordinates the delivery of Children's Safeguarding policy and practice across all agencies, with representatives who are sufficiently senior to get things done.</li> <li>• The Safeguarding Board provides challenge and support on the outcomes for, and experiences of, children and young people needing safeguarding services and the impact and effectiveness of service delivery to its member organisations.</li> <li>• The Safeguarding Board has a clear understanding of how well it is performing through regular self-assessment and benchmarking and has a positive attitude to learning and improvement as a board.</li> <li>• The Safeguarding Board uses data, information and intelligence to identify risk and trends and formulates action in response to these.</li> <li>• There are strong links between the Children's Safeguarding Board, the Safeguarding Adults Board, the Community Safety Partnership and other strategic partnerships.</li> <li>• There are clear protocols in place that integrate different agency procedures – for instance between Serious Untoward Incidents and Safeguarding, Children's and Adults Serious Case Reviews, Domestic Homicide Reviews, Mental Health Reviews etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Board reports and minutes.</li> <li>• Council Executive and Scrutiny reports and minutes.</li> <li>• NHS Trust, Police and other Board papers and minutes.</li> </ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• There are mechanisms in place to ensure that the views of children and young who are in situations where they need protection, and their families and carers, inform the work of the board.</li> <li>• Reporting mechanisms (to the Board and from the Board to the Council and the Boards of partner organisations) are clear and effective.</li> <li>• Partners work in an atmosphere and culture of co-operation, mutual assurance, accountability and ownership of responsibility.</li> <li>• The Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the director to account for the effective working of the LSCB.</li> </ul>	

## Service delivery, effective practice and commissioning

This theme looks at the effectiveness of service delivery, practice and commissioning in securing better outcomes for children, young people and their families.

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>6. Delivery and effective practice</b>	<p>6.1 Partners have robust and effective service delivery that improves outcomes for children and young people and makes safeguarding everybody's business.</p> <p>6.2 Safeguarding is personalised and meets the requirements of law and guidance.</p>	<ul style="list-style-type: none"><li>• Children and young people who are, or who are likely to be, at risk of harm or who are the subject of concern are identified and protected.</li><li>• Help is provided early in the emergence of a problem and is well coordinated and recorded through multi-agency arrangements.</li><li>• Thresholds between early help and statutory child protection work are appropriate, understood and operate effectively.</li><li>• Records of action and decision are clear and up to date.</li><li>• Children and young people are listened to and heard. Social workers build effective relationships with them and their families in order to assess the likelihood of, and capacity for, change.</li><li>• Risk is well understood, managed and regularly reviewed.</li><li>• Decisions about children and young people becoming looked after are made using high-quality assessments about the risk of harm or actual harm to them and the likelihood of change in their family.</li></ul>	<ul style="list-style-type: none"><li>• Policies and procedures and the awareness and utilisation of them by staff.</li><li>• Guidance for staff and partners (including such tools as flow charts).</li><li>• Information and advice for the public.</li><li>• File audits.</li><li>• Interviews.</li><li>• Practice observation.</li><li>• Any staff surveys.</li><li>• Staff views of support from safeguarding 'specialists'.</li></ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Thresholds are clear and applied appropriately.</li> <li>• Children and young people are listened to by social workers who know them well.</li> <li>• Adults working with children and young people help them to understand and manage their early childhood experiences, to progress well and achieve educationally, and to influence decisions about their future.</li> <li>• They return home with the support they need and when it is safe for them. If this is not possible, they live in stable placements where they are helped to build positive relationships and maintain contact with their family and friends where this remains in their best interests.</li> <li>• Care plans are regularly reviewed to ensure that the child or young person's current and developing needs continue to be met.</li> <li>• Permanent homes and families are found for children and young people without unnecessary delay. Their needs are met and they live with their brothers and sisters if that is assessed as being in their best interests.</li> <li>• They do not experience placement moves unless they are part of a planned return home or in accordance with plans for their future. Their education is not disrupted unless it is their best interests and plans for their.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Schooling provide any extra help they need to make up time and learning that has been missed.</li> <li>• They develop safe and secure relationships with adults that persist over time.</li> <li>• When support is needed, children, young people and families are able to access it for as long as it is needed, throughout their childhood and beyond.</li> <li>• The public, voluntary sector, all council and partner staff are clear what abuse is and how to respond to it. People are clear what a safeguarding referral is.</li> <li>• Contact arrangements are clear and responses are timely and proportionate.</li> <li>• Specialist safeguarding staff/ safeguarding teams support others in identifying and addressing safeguarding issues.</li> <li>• Children's services staff are alert to when there are adults who are experiencing abuse or neglect in the household and there is joint work with Adults Services with families where both adults and children may be experiencing abuse.</li> <li>• Information sharing protocols are clear so that information is shared appropriately across agencies. Staff are confident in using these arrangements.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>Young people leaving care and preparing to leave care receive support and help to assist them in making a successful transition to adulthood.</li> <li>Plans for them to leave care are effective and address their individual needs. They are safe and feel safe, particularly where they live.</li> <li>Young people acquire the necessary level of skill and emotional resilience to successfully move towards independence.</li> <li>They are able to successfully access education, employment, training and safe housing.</li> <li>They enjoy stable and enduring relationships with staff and carers who meet their needs.</li> <li>Effective relationships with CAFCASS, the health community, the family courts and the local Family Justice Board ensure that avoidable delay in care proceedings is reduced and children, young people and their families benefit from efficient and effective progress through legal proceedings.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Possible sources of evidence</b>
<b>7. Commissioning</b>	7.1 The council commissions safe and cost -effective services.	<ul style="list-style-type: none"> <li>Commissioning and contracting set out quality assurance and service standards that assure they are effective and safeguard children and young people and their families. Clear expectations and reporting requirements are placed on providers and they respond to these.</li> <li>Contract monitoring has a focus on safeguarding and effectiveness and any shortfalls in standards are addressed.</li> <li>Commissioning and contracting with regulated providers includes CSSIW registration and regulation guidance in relation to quality and safeguarding.</li> <li>Actions take place to safeguard individuals (whether funded by the host or other local authorities) to safeguard people when standards in services put people at risk.</li> </ul>	<ul style="list-style-type: none"> <li>Specifications and contract monitoring reports.</li> <li>Management and LSCB reports.</li> <li>Case files.</li> <li>Documented accreditation schemes.</li> </ul>

## Performance, quality and resource Management

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

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Key documentation and evidence</b>
<b>8. Performance and Resource Management</b>	8.1 Services are held accountable through performance measures, including quality measures, towards the outcomes for children and young people and their families in the strategy.	<ul style="list-style-type: none"><li>• There is a performance management framework that runs across children's services functions.</li><li>• Quality assurance systems incorporate safeguarding and risk management, together with improved outcomes for children and young people. These systems incorporate children and young people's definitions of what is a quality service.</li><li>• Local workforce and training plans provide people with the right skills for children's services.</li><li>• There are sufficient, sufficiently skilled staff at all levels to deliver strategy, maintain the council in a position where its activities are lawful and promote positive outcomes for children and young people and their families.</li></ul>	<ul style="list-style-type: none"><li>• A suite of indicators including quantitative and qualitative measures of performance that is reported regularly to senior and team managers.</li><li>• Summaries of training activity.</li><li>• Skills and confidence as demonstrated in interviews, observations and through file audits.</li><li>• Serious case reviews.</li><li>• Council and management reports.</li><li>• Interviews and observation.</li><li>• Overview and scrutiny agendas and reports with evidence of follow up.</li></ul>

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Key documentation and evidence</b>
		<ul style="list-style-type: none"> <li>The local authority social care workforce is sufficient, stable, suitably qualified and competent to deliver high-quality services to children and their families. Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families. There is effective organisational support for the professional development of social workers, and leaders provide the right environment for good social work to take place.</li> <li>All staff have regular supervision that facilitates good decision-making support and an appraisal scheme that operates at all levels and which addresses development and performance.</li> <li>There is cross-sector training and development including equality awareness training.</li> <li>There is a range of systems that improve the quality of services on the front line, including through quality assurance, performance reporting and mechanisms (such as file and practice audits, customer feedback, practice forums and mystery shopping).</li> <li>A learning culture is evident. Partners learn from both best practice and from things that don't go well. Serious case reviews are used as the basis of improvement for the future.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Key documentation and evidence</b>
		<ul style="list-style-type: none"> <li>• The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders, including elected members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and a track record of responding appropriately and quickly to service deficiencies or new demands.</li> <li>• Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and demonstrably used to improve the quality of decisions and the provision of help to children and young people.</li> <li>• The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of children, young people and families who use them. This may, for example, include feedback from the children in care council, change that arises from complaints that children and families make about their experiences or from successful or disrupted placements or adoption breakdown.</li> </ul>	

	<b>Ideal Service</b>	<b>Probes and Questions</b>	<b>Key documentation and evidence</b>
		<ul style="list-style-type: none"> <li>• Arrangements for the role and process of overview and scrutiny are clear and effective, with council resources devoted to it to ensure effectiveness.</li> </ul>	

## Adults' Service Standards

The standards are grouped into four main themes, with further sub-themes

Themes	Outcomes for, and the experiences of, people who use services	Leadership, strategy and working together	Service delivery, effective practice and commissioning	Performance, quality and resource management
Elements	<b>1. Outcomes</b> <b>2. People's experiences of services</b> <p>This theme looks at what difference to outcomes for people who need care and support and their families there has been. It also looks at the quality of experience of people who have used the services and support provided.</p>	<b>3. Leadership</b> <b>4. Strategy</b> <b>5. Partnership and Safeguarding Boards</b> <p>This theme looks at:</p> <ul style="list-style-type: none"> <li>• The overall vision for adult services.</li> <li>• The strategy that is used to achieve that vision.</li> <li>• How this is led.</li> <li>• The role and performance of Partnership and Safeguarding Boards.</li> <li>• how all partners work together to ensure high quality services and outcomes.</li> </ul>	<b>6. Service delivery and effective practice</b> <b>7. Commissioning</b> <p>This theme looks at the effectiveness of service delivery, practice and commissioning in securing better outcomes for people.</p>	<b>8. Performance, quality and resource management</b> <p>This theme looks at how the performance, quality and resources of the service, including its people, are managed.</p>

## Outcomes for and the experiences of people who use services and their families

This theme looks at what difference services make in relation to outcomes for people who use services and their families and the quality of experience of those who have used the services provided.

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
<b>1. Outcomes</b>	<p>1.1 People who use services and their families have improved outcomes as a result of the council's support.</p> <p>1.2 The council works with partners at all levels, including prevention, early interventions and care and support.</p> <p>1.3 People at risk of abuse and neglect are safeguarded appropriately either in the community or in establishments such as homes and hospitals.</p>	<ul style="list-style-type: none"><li>• Officers and Members work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes.</li><li>• Outcomes for people supported by social care services are improved through effective co-ordination with partners.</li><li>• Families are supported to care for their relatives well and to support positive outcomes for them.</li><li>• People who care for others should have their own support needs discussed and met.</li><li>• People are in good health, are able to access health care to keep them that way and if they are ill they are supported to get back on track through reablement and rehabilitation services.</li><li>• People who are of working age and who have disabilities or mental health issues are when possible, able to access employment, leisure and the other aspects of community life as everyone else does.</li></ul>	<ul style="list-style-type: none"><li>• There is an emphasis on good outcomes throughout all strategies, plans and progress reporting and in interviews and case records.</li><li>• Performance reporting includes outcomes measures.</li><li>• Review a sample of carers assessments to identify if carer needs are being met.</li><li>• Case files specifically with outcomes agreed and worked towards.</li><li>• Safeguarding Adults Board (SAB) reports.</li><li>• Serious Case Reviews, Domestic Homicide Reviews, Serious Untoward Incidents, Mental Health Inquiries, Coroners reports.</li></ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
	1.4 The council and its partners' approach to work with adults clearly has an outcome based focus.	<ul style="list-style-type: none"> <li>Effective prevention and early intervention is in place.</li> <li>People are supported to be independent and to have control over how they live their lives.</li> <li>If people lack the capacity to make key decisions then they are supported through use of all the Mental Capacity Act Provisions.</li> <li>People have access to good information and advice so that they can look after themselves and each other.</li> <li>People who need care and support are supported to stay in their homes (or to set up their first home).</li> <li>Help and protection for people is sensitive and dignified and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language (including Welsh Language), race and sexual orientation and Human Rights principles.</li> <li>People who are, or who are likely to be, at risk of harm or who are the subjects of concern are identified and supported to protect themselves.</li> <li>The public (including under-represented and vulnerable groups), are aware of the risk of abuse and neglect to people and how to raise concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Reports to the Council, NHS, Community Safety Partnership, LSB, etc.</li> <li>Council and management reports.</li> <li>Council and SAB publicity and reports.</li> <li>Consideration is given, and appropriate action is taken, in relation to information received from the public.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>With partners, the council supports people with good end of life care.</li> <li>There is a shared approach to outcomes between the Council, NHS, Police and other partners.</li> </ul>	
<b>2. People's experiences of services</b>	<p>2.1 The views and experiences of people using services and their families are at the centre of service design and influence development and strategic thinking.</p> <p>2.2 The council and its partners have achieved high levels of expressed, positive experiences from people who have used services.</p> <p>2.3 Delivery accords with the public sector Equality Duty.</p>	<ul style="list-style-type: none"> <li>The local authority is proactive and accurate in identifying and responding to the changing needs of its local communities and the performance of its services and staff. Change and improvement are consistently and effectively implemented and reviewed for their impact. People using services and their families clearly benefit from improvements that are made and the impact of their feedback is well evidenced.</li> <li>People using services and their families have timely access to, and use the services of an advocate where appropriate.</li> <li>People are listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, those advocating on their behalf. Care plans reflect the voice of the service user.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from people who have used services and actions taken as a result are explicit in plans, reports and strategies.</li> <li>SAB reports.</li> <li>Aggregated reports from reviews.</li> <li>Protocols, strategies, examples of people's involvement.</li> <li>Review a selection of care plans to ensure the voice of the service user is evident.</li> <li>Forms and protocols that use respectful language.</li> <li>A range of methods for engaging with people e.g. older or disabled people's forums, focus groups, involvement activities.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
	2.4 Services are personalised to the strengths and needs of individual people and their families.	<ul style="list-style-type: none"> <li>• People are involved in all discussions regarding decisions about themselves. Where they are not able to make those decisions then the Mental Capacity and Mental Health Act provisions are applied effectively to safeguard their rights.</li> <li>• People experiencing services are treated sensitively and with dignity and respect.</li> <li>• There are services available to support families including where adults may also be at risk of abuse or neglect.</li> <li>• Wider family members, friends and neighbours are engaged in the care and support and in safeguarding individuals who are experiencing abuse or neglect, when this is appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and procedures.</li> <li>• File audits.</li> <li>• Management information shows a balance between quantitative and qualitative data.</li> </ul>

## Leadership, strategy and working together

This theme looks at how political and professional leadership is exercised in developing and implementing vision and strategy alongside key partner leaders to improve outcomes for people needing care and support and their families.

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
<b>3. Leadership</b>	<p>3.1 There is recognised and active leadership within the council.</p> <p>3.2 There is joint and co-ordinated leadership with and by other key partners.</p>	<ul style="list-style-type: none"><li>• Consistent, confident, ambitious and influential leadership changes the lives of local people needing care and support and their families.</li><li>• Leaders are visible and effective. They innovate and promote creative ideas to sustain the high quality services, including early help services, for everyone needing care and support.</li><li>• Professional challenge and leadership ambition inspire high-quality work with people and their families that protects and promotes the welfare of people needing care and support.</li><li>• There is clear understanding and support from the corporate centre for both statutory and wider well-being strategies and associated services.</li><li>• Leaders from the Council, NHS, independent sector and criminal justice system work together for the benefit of people in their communities.</li></ul>	<ul style="list-style-type: none"><li>• Interviews, focus groups and observation.</li><li>• Council reports, plans and strategies.</li><li>• NHS reports.</li><li>• SAB reports.</li><li>• Media reports.</li><li>• Case records.</li><li>• Director's Annual Report sets out vision and clear accurate analytical abilities.</li></ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Social workers are knowledgeable and skilled casework leaders working with other professionals.</li> <li>• Leaders are ambitious for all the people needing care and support in the area and make it known.</li> <li>• Officer leaders communicate clearly the legislative frameworks within which safeguarding people's rights sits.</li> <li>• Key councillors, non-executive board members and officers are knowledgeable about people needing care and support. They keep abreast of local and national developments and learning, including enquiries, serious case reviews and reports.</li> <li>• The Director of Social Services, the lead elected member and the senior management team have a thorough knowledge about what is happening at the 'front line' to enable them to discharge their responsibilities effectively.</li> <li>• They know and understand the difference that care and support are making.</li> <li>• Leaders, both professional and political, drive continuous improvement so that the local.</li> </ul>	

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Authority is consistently effective as the lead agency for the protection and care of people needing care and support.</li> <li>• The Chief Executive and members hold the chair of the SAB to account for the effectiveness of the board.</li> <li>• Partners actively champion the key principles as set out in the public duties on language, race, gender and disability.</li> <li>• Leaders are supported by appropriate training and resources and actively take responsibility for their own ongoing development.</li> </ul>	
<b>4. Strategy</b>	4.1 The council has a clear vision, priorities, strategies and plans for people needing care and support that promote their wellbeing.	<ul style="list-style-type: none"> <li>• The council's corporate plan, adults services, SAB, Community Equalities and Diversity and Community plans demonstrate commitment to improving the lives of people needing care and support and dovetail with each other.</li> <li>• These plans align with and are mutually complementary, those of the NHS and other partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Adults Services and Partners' strategies and plans.</li> <li>• Commissioning and contracting documentation.</li> <li>• SAB reports.</li> <li>• Policies and procedures.</li> <li>• The vision is articulated by the leaders and all employees across the Council and by its partner organisations.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
	<p>4.2 The view of and outcomes for people needing care and support and their families are prominently embedded in corporate and service strategies across the council and partners.</p> <p>4.3 The council's approach reflects a commitment to continuous learning and improvement.</p>	<ul style="list-style-type: none"> <li>Analyses have been undertaken of both needs and the sufficiency of services and plans are published that set out clear local priorities and the range of available services that respond to and meet the needs of local people and families in need of care and support.</li> <li>There is a clear and up-to-date strategy for commissioning and developing services delivered by a suitably qualified and experienced workforce that meets the needs of local people needing care and support and families.</li> <li>The process of developing strategies has been inclusive and includes the Council, people needing care and support, NHS, police, voluntary and community sectors, and the care and wellbeing market place etc.</li> <li>The council knows what the views and experiences of people needing care and support who have used services are and has incorporated these in its vision, strategies, plans and priorities. These are also incorporated into commissioning processes.</li> </ul>	<ul style="list-style-type: none"> <li>Needs Analyses.</li> <li>Director's Reports.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
<b>5. Working Together</b>	<p>5.1 People's care and health needs are addressed in a joined up way.</p> <p>5.2 There is multi-agency commitment to safeguarding.</p>	<ul style="list-style-type: none"> <li>• There are effective partnerships from front line practice to council/board level across health, social care and housing.</li> <li>• Partnership and Safeguarding Boards demonstrate effective leadership and co-ordinates the delivery of Safeguarding Adults policy and practice across all agencies, with representatives who are sufficiently senior to get things done.</li> <li>• Partners understanding how well they are doing in terms of outcomes, quality and cost, both individually and collectively. They have a positive attitude to learning and improvement together.</li> <li>• The Partnership and Safeguarding Boards use data, information and intelligence to identify risks and trends and formulate action in response to these. Appropriate data is provided by all key partners.</li> <li>• There are strong links between the Children's Safeguarding Board, the Safeguarding Adults Board, the Community Safety Partnership and other strategic partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• File audits.</li> <li>• Interviews and focus groups.</li> <li>• Board reports and minutes.</li> <li>• Council Executive and Scrutiny reports and minutes.</li> <li>• NHS Trust and Police Authority and other Board papers and minutes.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• There are clear protocols in place that integrate different agency procedures – for instance between Serious Untoward Incidents and Safeguarding, Children's and Adults Serious Case Reviews, Domestic Homicide Reviews, Mental Health Reviews etc.</li> <li>• There are mechanisms in place to ensure that the views of people needing care and support are heard and responded to at every level.</li> <li>• Partners work in an atmosphere and culture of co-operation, mutual assurance, accountability and ownership of responsibility.</li> </ul>	

## Service delivery, effective practice and commissioning

This theme looks at the effectiveness of service delivery, practice and commissioning in securing better outcomes for people needing care and support.

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
<b>6. Delivery and effective practice</b>	<p>7.1 Partners have robust and effective service delivery that improves outcomes for people needing care and support and make improving outcomes everybody's business.</p> <p>7.2 Services (including safeguarding) are personalised and meet the requirements of law and guidance.</p>	<ul style="list-style-type: none"><li>• The local authority works with partners to deliver information and advice for anyone who may need it.</li><li>• There are effective services to prevent people needing care and support and to keep them independent.</li><li>• Help is provided early in the emergence of a problem and is well coordinated and recorded through multi-agency arrangements.</li><li>• There are effective reablement and rehabilitation services to help people regain their independence.</li><li>• There is support for carers so that they can maintain their health, employment, friendships and leisure.</li><li>• Social and health care, benefits, housing and other services work effectively together.</li></ul>	<ul style="list-style-type: none"><li>• Policies and procedures and the awareness and utilisation of them by staff.</li><li>• Guidance for staff and partners.</li><li>• Information and advice for the public.</li><li>• File audits.</li><li>• Interviews.</li><li>• Practice observation.</li><li>• Any staff surveys.</li></ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• People needing care and support who are, or who are likely to be, at risk of harm or who are the subject of concern are identified and supported to keep themselves safe.</li> <li>• People needing care and support are listened and responded to. They make their own decisions about their lives and when they lack the capacity to do so are supported through the full provisions of the Mental Capacity and Mental Health Acts.</li> <li>• The individual's human rights are respected.</li> <li>• There is evidence of person centred, outcomes focussed planning.</li> <li>• People needing care and support enjoy stable and enduring relationships with staff and carers who meet their needs.</li> <li>• Social workers have a good knowledge of and range of legal and social work interventions that are available to support people to improve their circumstances.</li> <li>• Risk is well understood, managed and regularly reviewed and well balanced against an individual's desire for varying degree of independence.</li> </ul>	

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• People needing safeguarding or care and support experience timely and effective multi-agency help and protection through risk-based assessment, authoritative practice, planning and review that secures change.</li> <li>• The public, voluntary sector, all council and partner staff are clear what abuse is and how to respond to it. People are clear what a safeguarding referral is.</li> <li>• Specialist safeguarding officers/ safeguarding teams support others in identifying and addressing safeguarding issues.</li> <li>• Information sharing protocols are clear so that information is shared appropriately across agencies. Staff are confident in using these arrangements.</li> <li>• Young people who need care and support receive support and help to assist them in making a successful transition to adulthood. They acquire the necessary level of skill and emotional resilience to successfully move towards independence. They are able to successfully access education, employment, training and safe housing.</li> </ul>	

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Care plans are regularly reviewed to ensure that people's needs continue to be met.</li> <li>• End of life care is effective and dignified with options chosen by individuals.</li> </ul>	
<b>7. Commissioning</b>	7.1 The council and its partners commission a range of safe and cost - effective services to meet the needs of their populations.	<ul style="list-style-type: none"> <li>• Commissioning (and joint commissioning) plans deliver a range of services that meet the needs of their communities.</li> <li>• There are sufficient affordable services, of sufficient quality to meet people's needs and preferences.</li> <li>• There are arrangements for jointly commissioning services with the NHS, housing and other partners where this is the best way of doing so.</li> <li>• There are arrangements to commission services with neighbouring councils where this improves value for money.</li> <li>• There are constructive relationships between commissioners and providers and with the regulators.</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning plans.</li> <li>• Inclusive commissioning negotiation.</li> <li>• Specifications and contract monitoring reports.</li> <li>• Management and SAB reports.</li> <li>• Case files.</li> <li>• Documented accreditation schemes.</li> </ul>

	<b>Ideal Service</b>	<b>Key issues</b>	<b>Possible sources of evidence</b>
		<ul style="list-style-type: none"> <li>• Commissioning and contracting set out quality assurance and service standards that assure they are effective and safeguard people needing care and support and their families. Clear expectations and reporting requirements are placed on providers and they respond to these.</li> <li>• Contract monitoring has a focus on quality and safeguarding and any shortfalls in standards are addressed.</li> <li>• Commissioning and contracting with regulated providers includes CSSIW registration and regulation guidance in relation to quality and safeguarding.</li> <li>• Actions take place to safeguard individuals (whether funded by the host or other local authorities) when standards in services put people at risk.</li> </ul>	

## Performance, quality and resource management

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

	<b>Ideal Service</b>	<b>Key Issues</b>	<b>Key documentation and evidence</b>
<b>8. Performance and Resource Management</b>	8.1 Services are of good quality, good value and there is a stable and competent workforce.	<ul style="list-style-type: none"><li>• The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development.</li><li>• The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of people who use them.</li><li>• The council demonstrates efficiency, effectiveness, economy, equity and equality in all it does. It effectively manages the sensitive balance between price, diversity and quality.</li><li>• The council, NHS and other partners know how well they are doing individually and collectively.</li><li>• There is a performance management framework that runs across adults services functions and which works alongside those in partner organisations and the regulators.</li></ul>	<ul style="list-style-type: none"><li>• A suite of indicators including quantitative and qualitative measures of performance that is reported regularly to senior and team managers.</li><li>• Workforce plans that are regularly updated and delivered.</li><li>• Skills and confidence as demonstrated in interviews, observations and through file audits.</li><li>• Serious case reviews.</li><li>• Council, management and CSSIW reports including Director's Annual Report.</li><li>• Interviews and observation.</li><li>• Overview and scrutiny agendas and reports with evidence of follow up.</li></ul>

	<b>Ideal Service</b>	<b>Key Issues</b>	<b>Key documentation and evidence</b>
		<ul style="list-style-type: none"> <li>• Quality assurance systems incorporate safeguarding and risk management, together with improved outcomes for people needing care and support. These systems incorporate people needing care and support's definitions of what is a quality service.</li> <li>• Local workforce and training plans provide people with the right skills for services.</li> <li>• There is clear appreciation of linking professional development/training to operational improvement and transformation.</li> <li>• There are sufficiently skilled staff at all levels to deliver strategy, maintain the council in a position where its activities are lawful and promote positive outcomes for people needing care and support and their families.</li> <li>• The social care workforce is sufficient, stable, suitably qualified and competent to deliver high-quality services. Managers, professional and care staff are experienced, effectively trained and supervised for the quality of their practice.</li> <li>• There is effective organisational support for the professional development of social workers, and leaders provide the right environment for good social work to take place.</li> </ul>	

	<b>Ideal Service</b>	<b>Key Issues</b>	<b>Key documentation and evidence</b>
		<ul style="list-style-type: none"> <li>• All staff have regular supervision that facilitates good outcome decision -making support and an appraisal scheme that operates at all levels and which addresses development and performance.</li> <li>• There is cross-sector training where appropriate and development including equality awareness training.</li> <li>• A learning culture is evident. Partners learn from both best practice and from things that don't go well. Serious case reviews and peer challenge are used as the basis of improvement for the future.</li> <li>• Arrangements for the role and process of overview and scrutiny are clear and effective, with council resources devoted to it to ensure effectiveness.</li> </ul>	