

RAG (Red, Amber, Green) STATUS KEY		
	Action required (red)	
	Preparation underway (amber)	

**RAG Overview – previous and current rating**

Recommendation No.	Previous RAG (Oct 17)	New RAG (Feb 18)	Recommendation No.	Previous RAG (Oct 17)	New RAG (Feb 18)
1			7		
2			8		
3			9		
4			10		
5			11		
6			12		

**Agencies involved:**

- [Kirklees Safeguarding Adults Board \(KSAB\)](#)
- [KSAB Training subgroup](#)
- [Greater Huddersfield and North Kirklees Clinical Commissioning Groups \( CCGs \) - Health Commissioners](#)
- [Kirklees Council – Adult Social Care](#)
- [Kirklees Council – Commissioners](#)

**Glossary of acronyms**

**KSAB** Kirklees Safeguarding Adults Board  
**ESaP** Early Support and Prevention  
**CQC** Care Quality Commission

**CCG** Clinical Commissioning Group  
**SCIE** Social Care Institute for Excellence  
**LA** Local Authority

AGENCY NAME: Kirklees Safeguarding Adults Board (KSAB)			
No.	Recommendation	RAG	Progress
4	<b>Safeguarding Adults Board partners to increase awareness of the Early Indicators of Concern Form with all professionals who may be in contact with care providers. Use of the form to be monitored via the contract liaison meeting.</b>		<ul style="list-style-type: none"> <li>- Clinical Commissioning Groups have internal reporting processes for GPs (electronic ‘red’ button process) and commissioned services which are gathered and information shared prior to the Early Support and Prevention (ESaP) meeting.</li> <li>- Early Indicators form shared by Designated Nurse with other areas that have border with Kirklees so that visiting Healthcare professionals from other areas to Kirklees residents are able to share any concerns.</li> <li>- Implementation of protocol will include sharing with wider partnership this includes promotion of early indicators form.</li> </ul> <p><b>October 2017 update:</b> All agencies now using the form appropriately and work is being undertaken to develop the use of them for thematic review, as well as understanding the sources of the forms to target specific updated/training.</p> <p><b>No further updates required as recommendation is green.</b></p>
6	<b>The relevant organisations should also draw up joint working arrangements on how the resources available may be used to maintain the appropriate range and quality of care home provision, including how it can be accessed and coordinated in situations where urgent action is required to prevent home closure.</b>		<ul style="list-style-type: none"> <li>- Joint working arrangements are part of the escalation Protocol for Provider Performance and Serious Concerns.</li> <li>- Further consideration of resources may be required once policy implemented.</li> </ul> <p>The New Policy, developed by Health and Social Care, was to be presented at KSAB for approval in June 2017, however, this has been delayed.</p>

AGENCY NAME: KSAB			
No.	Recommendation	RAG	Progress
6	<b>The relevant organisations should also draw up joint working arrangements on how the resources available may be used to maintain the appropriate range and quality of care home provision, including how it can be accessed and coordinated in situations where urgent action is required to prevent home closure.</b>		<ul style="list-style-type: none"> <li>- Joint working arrangements are part of the escalation Protocol for Provider Performance and Serious Concerns. Further consideration of resources may be required once policy implemented.</li> </ul> <p>The New Policy, developed by Health and Social Care, was to be presented at KSAB for approval in June 2017, however, this has been delayed.</p> <p><b>No further updates required as recommendation is green.</b></p>
12	<b>Safeguarding Adults Board to commission multi-agency training on achieving best practice in care home closures using SCIE7 material.</b>		<ul style="list-style-type: none"> <li>- Training commissioned and delivered October 2016, with a view to further roll out. This was delivered by Social Care Institute of Excellence (SCIE).</li> <li>- Evaluation of this training has been undertaken by the Training Sub Group for KSAB.</li> </ul> <p><b>No further updates required as the recommendation is green.</b></p>

AGENCY NAME: Greater Huddersfield and North Kirklees Clinical Commissioning Groups ( CCGs ) - Health Commissioners			
No.	Recommendation	RAG	Progress
1	<b>Local Authority, Health Commissioners and the Care Quality Commission to jointly review their approach to the management of quality in the care provider market so that the best possible standards are maintained, and early preventative action can be taken.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>
2	<b>Health and Social Care Commissioners, Community Nursing, Social Work Teams, Care Quality Commission and other relevant partners to review the role and operation of the multi-agency contract liaison meeting to ensure that its effectiveness is maximised through systematic information sharing, identifying concerns about care quality and acting upon them as early as possible.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>

3	<p><b>Local Authority to ensure information on care provider quality is shared internally on a systematic basis between Safeguarding, Contracting, Public Health and Social Work Teams who may pick up concerns or early warning signs of difficulties.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p>
5	<p><b>Local authority and local NHS organisations to quantify the resources and expertise available to give regular and ongoing support to homes across Kirklees to improve.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p>Discussions taking place regarding quality improvement requirements across the district, to tie-in current services and initiatives to support the ES&amp;P Group more specifically.</p> <p><b>No further updates required as recommendation is green.</b></p>
6	<p><b>The relevant organisations should also draw up joint working arrangements on how the resources available may be used to maintain the appropriate range and quality of care home provision, including how it can be accessed and coordinated in situations where urgent action is required to prevent home closure.</b> <b>See comments in</b></p>		<p>Joint working arrangements are part of the escalation Protocol for Provider Performance and Serious Concerns. Further consideration of resources may be required once policy implemented.</p> <p><b>October 2017 update:</b> No further update other than discussions taking place regarding quality improvement requirements across the district, to tie-in current services and initiatives to support the ES&amp;P Group more specifically.</p> <p>The New Policy, developed by Health and Social Care, was to be presented at KSAB for approval in June 2017, however, this has been delayed.</p>

			<b>No further updates required as recommendation is green.</b>
<b>8</b>	<b>In the event of a potential home closure the Local Authority and the Care Quality Commission should work together to ensure a joint approach at both strategic and operational levels. This should include shared information and intelligence gathering, clarity on decision making protocols, implementation planning, and arrangements for escalating decision making to Director level in both organisations if required.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>February 2018 update:</b> The meeting of the Kirklees Safeguarding Adults Board was held on 1<sup>st</sup> February 2018 and it was assured that the Early intervention, performance and closure procedure was in its final stages of being signed off. The Chair of the Safeguarding Adults Review (SAR) subgroup was also in attendance and was assured by the update. A meeting of the (SAR) subgroup was held straight after Board at which the final recommendations on this improvement plan were signed off.</p>
<b>9</b>	<b>Agencies involved with a home closure should ensure that communication with all stakeholders is high priority and that a jointly agreed communication plan for both internal and external communications is formulated. Dedicated resources should be identified to work alongside all parties including the care provider to ensure residents, relative and staff receive timely, consistent and clear messages during the closure period.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>

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AGENCY NAME: Kirklees Council – Adult Social Care			
No.	Recommendation	RAG	Progress
<b>1</b>	<b>Local Authority, Health Commissioners and the Care Quality Commission to jointly review their approach to the management of quality in the care provider market so that the best possible standards are maintained, and early preventative action can be taken.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding</p>

			<p>requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>
2	<p><b>Health and Social Care Commissioners, Community Nursing, Social Work Teams, Care Quality Commission and other relevant partners to review the role and operation of the multi-agency contract liaison meeting to ensure that its effectiveness is maximised through systematic information sharing, identifying concerns about care quality and acting upon them as early as possible.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>
3	<p><b>Local Authority to ensure information on care provider quality is shared internally on a systematic basis between Safeguarding, Contracting, Public Health and Social Work Teams who may pick up concerns or early warning signs of difficulties.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>
5	<p><b>Local authority and local NHS organisations to quantify the resources and expertise available to give regular and ongoing support to homes across Kirklees to improve.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p>Discussions taking place regarding quality improvement requirements across the district, to tie-in current services and initiatives to support the ES&amp;P Group more specifically.</p>

6	<p><b>The relevant organisations should also draw up joint working arrangements on how the resources available may be used to maintain the appropriate range and quality of care home provision, including how it can be accessed and coordinated in situations where urgent action is required to prevent home closure.</b></p>		<p><b>No further updates required as recommendation is green.</b></p> <p>Joint working arrangements are part of the escalation Protocol for Provider Performance and Serious Concerns. Further consideration of resources may be required once policy implemented.</p> <p><b>October 2017 update:</b> No further update other than discussions taking place regarding quality improvement requirements across the district, to tie-in current services and initiatives to support the ES&amp;P Group more specifically.</p> <p>The New Policy, developed by Health and Social Care, was to be presented at KSAB for approval in June 2017, however, this has been delayed.</p> <p><b>No further updates required as recommendation is green.</b></p>
7	<p><b>Kirklees Reviewing Team to consider reviewing residents on a home by home basis. This would enable similar issues being identified for individual residents in a home to be highlighted more easily. It could also enable a more in-depth understanding of individual homes by reviewing social workers and strengthen working relationships.</b></p>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p>Service Safeguarding Consultants will drive quality and support improvement in Care Homes as part of the new Safeguarding models with a focus on prevention. Also work has commenced to develop a Prevention Framework that will focus on quality promoting and compassionate care cultures.</p> <p><b>February 2018 update:</b> The meeting of the Kirklees Safeguarding Adults Board was held on 1<sup>st</sup> February 2018 and it was assured that the Early intervention, performance and closure procedure was in its final stages of being signed off. The Chair of the Safeguarding Adults Review (SAR) subgroup was also in attendance and was assured by the update. A</p>

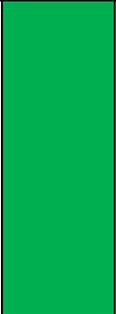
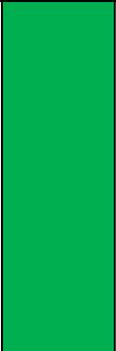
			meeting of the (SAR) subgroup was held straight after Board at which the final recommendations on this improvement plan were signed off.
8	<b>In the event of a potential home closure the Local Authority and the Care Quality Commission should work together to ensure a joint approach at both strategic and operational levels. This should include shared information and intelligence gathering, clarity on decision making protocols, implementation planning, and arrangements for escalating decision making to Director level in both organisations if required.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>February 2018 update:</b> The meeting of the Kirklees Safeguarding Adults Board was held on 1<sup>st</sup> February 2018 and it was assured that the Early intervention, performance and closure procedure was in its final stages of being signed off. The Chair of the Safeguarding Adults Review (SAR) subgroup was also in attendance and was assured by the update. A meeting of the (SAR) subgroup was held straight after Board at which the final recommendations on this improvement plan were signed off.</p>
9	<b>Agencies involved with a home closure should ensure that communication with all stakeholders is high priority and that a jointly agreed communication plan for both internal and external communications is formulated. Dedicated resources should be identified to work alongside all parties including the care provider to ensure residents, relative and staff receive timely, consistent and clear messages during the closure period.</b>		<p><b>October 2017 update:</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>
10	<b>Assessment and Care Management Teams to ensure written information is available to individual families for example a checklist of ‘what to look for’ when choosing a care home.</b>		<p><b>No further updates for October – but taken from June 2017 update:</b> Ongoing work with failing / struggling providers via Head of Service / Care Quality commission (CQC)/ and Review Team to sustain provision and ensure quality and safety (4 providers).</p> <ul style="list-style-type: none"> <li>- Review and Quality Team engaged in program of local unannounced monitoring visits to assess progress or gaps pending any CQC / Safeguarding Action.</li> <li>- Regional Conversations between local CCG’s / Local Authorities</li> </ul>

			<p>to pull together efforts to ensure a consistent, supportive approach to make known specific provider challenges, to maintain focused support to struggling providers (where there is a significant reliance on a given resource) and to update our local position on each provider.</p> <p><b>February 2018 update:</b> The meeting of the Kirklees Safeguarding Adults Board was held on 1<sup>st</sup> February 2018 and it was assured that the Early intervention, performance and closure procedure was in its final stages of being signed off. The Chair of the Safeguarding Adults Review (SAR) subgroup was also in attendance and was assured by the update. A meeting of the (SAR) subgroup was held straight after Board at which the final recommendations on this improvement plan were signed off.</p>
11	<p><b>The use of advocacy should be offered to residents or relatives in helping them to make the best possible choices in the circumstances. Advocacy should also be offered in meetings regarding the closure and any subsequent debriefing or lessons learned events.</b></p>		<p>Use of advocacy services now incorporated into the operational procedure for Care Home closures. Advocacy Services are promoted as part of the Care and Support offer, to support individuals to make choices, although most individuals choose the support of family members. The use of advocacy will be routinely offered as part of the operational procedure for Care Home closures.</p> <p><b>October 2017 update: As above</b> Early Support and Prevention Group now established with good attendance and actions taken as identified. Review of Terms of Reference due in November 2017. Discussions taking place regarding requirements for a defined Quality Improvement network across the district. Further work required on the escalation protocol this is being led by Adult Social Care.</p> <p><b>No further updates required as recommendation is green.</b></p>

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AGENCY NAME: Kirklees Council - Commissioners

No.	Recommendation	RAG	Progress
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<p><b>2</b></p>	<p><b>Health and Social Care Commissioners, Community Nursing, Social Work Teams, Care Quality Commission and other relevant partners to review the role and operation of the multi-agency contract liaison meeting to ensure that its effectiveness is maximised through systematic information sharing, identifying concerns about care quality and acting upon them as early as possible.</b></p>		<p>Clinical Commissioning Group (CCG) and Local Authority (LA) Early Support and Prevention Group (ESaP) commenced meeting in April 2017 – 1<sup>st</sup> meeting completed. Terms of Reference agreed and active information sharing/gathering prior to the meeting commenced and shared at the meeting. Future meetings all planned in diaries of relevant attendees.</p> <p><b>No further updates required as recommendation is green.</b></p>
<p><b>6</b></p>	<p><b>The relevant organisations should also draw up joint working arrangements on how the resources available may be used to maintain the appropriate range and quality of care home provision, including how it can be accessed and coordinated in situations where urgent action is required to prevent home closure.</b></p>		<p>Joint working arrangements are part of the escalation Protocol for Provider Performance and Serious Concerns. Further consideration of resources may be required once policy implemented.</p> <p>The New Policy, developed by Health and Social Care, was to be presented at KSAB for approval in June 2017, however, this has been delayed.</p> <p><b>No further updates required as recommendation is green.</b></p>