

DRAFT

## Appendix 1:

# National Assurance Framework – Adult Social Care -Peer Review Action Plan

November 2022

## CQC Themes & Quality Statements

| <b>Working with People:</b> assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information, and advice                                  |  |   | <b>Providing Support:</b> shaping, commissioning, workforce capacity and capability, integration and partnership working  |   |   |
|--|--|---|---|---|---|
| <b>Assessing Needs</b>   | <b>Supporting people to live healthier lives</b>   | <b>Equity in experiences and outcomes*</b>  | <b>Care provision, integration, and continuity</b>  | <b>Partnerships and communities</b>   | <b>Workforce equality, diversity, and inclusion</b>                           |
| We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing, and communication needs with them.  | We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives, and where possible reduce their future needs for care and support.   | We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support, and treatment in response to this. | We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity.   | We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement  | <i>No longer included latest iteration of in National Assurance Framework</i> |
| <b>Ensuring Safety:</b> safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways, and continuity of care   |  |   | <b>Leadership:</b> culture, strategic planning, learning, improvement, innovation, governance, management, and sustainability   |   |   |
| <b>Safe systems, pathways, and transitions</b>   | <b>Safeguarding</b>  |   | <b>Governance</b>   | <b>Learning, improvement, and innovation</b>  | <b>Capable, compassionate, and inclusive leaders</b>                          |
| We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services. | We work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm, and neglect, and we make sure we share concerns quickly and appropriately. |   | We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment, and support. We act on the best information about risk, performance, and outcomes, and we share this securely with others when appropriate. | We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome, and quality of life for people. We actively contribute to safe, effective practice and research | <i>No longer included latest iteration of in National Assurance Framework</i> |

\*Quality Statement added October 2022 and was not considered as part of the Peer Review.

## Theme 1 - Working with People: assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information, and advice

| Theme 1: Quality Statement  | Action Ref | Areas of Focus identified within the report   | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer  | Status (Started/ On Track/ Complete) | Milestones   |
|---|------------|---|---|--|---|--------------------------------------|--|
| <p><b>to Assessing Needs</b></p> <p>We maximise the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing, and communication needs with them</p> <p><b>Supporting people to live healthier lives:</b></p> <p>We support people to manage their health and wellbeing so they</p> | T1.1       | Learning from compliments, complaints, and incidents.   | <p>Quality Improvement &amp; Practice Forums are now in place to oversee learning.</p> <p>A Quality Assurance Framework has been developed to ensure consistent feedback and learning is implemented across all services.</p> | <p>Feedback from people using services</p> <p>A reduction in complaints for the specific themes highlighted in Annual Report for Complaints.</p> <p>Clear evidence of learning and practice Improvement across the directorate is fully embedded</p> | Assistant Director Adult Social Care and Health and DASS            | On Track                             | <p>Framework April 2023</p> <p>Evaluation of impact May-Sep 2023</p> |
|   | T1.2       | There is not a whole system approach across health and social care for complaints handling, for example for complex complaints where people’s experience relates to | Work is being undertaken with health colleagues to establish a more joined up approach for responding to complaints. This will prevent individuals raising  | <p>Feedback from complainants</p> <p>Improved liaison between services reducing the need for multiply</p>  | Assistant Director Corporate Resources and Assistant Director Adult | On Track                             | Plan in place March 2023   |

| Theme 1:<br>Quality<br>Statement  | Action<br>Ref | Areas of Focus identified<br>within the report  | Actions We Are Taking  | How we will<br>know it has<br>worked   | Responsible<br>Lead Officer   | Status<br>(Started/<br>On Track/<br>Complete)   | Milestones |
|---|---------------|---|--|--|---|---|------------|
| can maximise their independence, choice and control, live healthier lives, and where possible reduce their future needs for care and support. |               | a number of providers across a pathway such as hospital discharge and is a potential area for development.  | their concerns multiply times and ensure responses are not provided in isolation   | responses<br>People report greater satisfaction with complaint handling and responses are comprehensive and joined up.   | Social Care   |   |            |
|   | T1.4          | The Directorate may wish to consider options to integrate with community health in such areas as the Adult Social Care front door, the Occupational Therapy, and Reablement Services. | Working with our colleagues from the NHS and Community Services to develop and implement plans to ensure we adopt an integrated approach at the point people access services | People accessing services will report an improved experience and will not need to tell their story multiply times<br><br>We will be able to evidence an Increased number of people accessing community services, reablement and technology enabled care.<br><br>Integrated assessment documentation and shared care records in place | Assistant Director and Director Adult Social Care and Health<br><br>System Partners | Business Case to consider greater structural alignment<br><br>Shared Care records -On Track | March 2023 |

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|----------------------------|------------|--|--|---|--|--------------------------------------|---|
|                            | T1.5       | Access to reablement services can at times be difficult to access due to increased demand and capacity.  | We are reviewing our current reablement offer and approach to address this.  | More people have access to reablement across the borough<br><br>Reduction in long term care packages  | Executive Director Adult Social Care and Health and Assistant Director All Age Commissioning | On Track                             | January 2023 to improve capacity.<br><br>April 2023 to review model |
|                            | T1.6       | There is the need for a review of discharge pathways to understand the role of social work and how this contributes to an integrated model.                      | We are reviewing the discharge pathway with system partners to ensure this is a joined up as possible and that we are maximising opportunities for health and social care to work together. This includes supporting the development of discharge hubs and ensuring the 'Home First' offer is strengthened | Individuals and Carers will report an improved experience with more effective communication and a more joined up approach between health and social care<br><br>Reduction in delayed discharges attributable to Adult Social Care | Assistant Director Adult Social Care and Health  | On Track                             | April 2023  |
|                            | T1.7       | The direct payments process is reviewed to see if it can be simplified as well as how Personal Assistants are accessed. Consideration should be given to how the | A review of the current Direct Payment offer will be undertaken in order to strengthen the offer.<br><br>This will be done in  | Increase in utilisation of Direct Payments<br><br>Increase in recruitment of  | Service Manager (Client & Business Support)  | Started                              | April 2023  |

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|----------------------------------|---------------|---|---|--|---|---|--|
|                                  |               | use of direct payments is an enabler to innovative care and support options.  | collaboration with people and carers who access and use Direct Payments   | <p>Personal Assistants<br/>Positive feedback from people utilising Direct Payment</p> <p>All people accessing Adult Social Care have choice and control about their services.</p>  |   |   | Additional support from Empower identified to review pathway and processes |
|                                  | T1.8          | The Service should consider a whole system case audit to benchmark current practice in preparation for a strength focused transformation programme. | <p>As part of the Quality Assurance Framework which has been developed a case file audit process is now being rolled out across all services</p> <p>Learning will be identified at Quality Improvement and Practice Forums.</p> | <p>We will be able to evidence how we have taken learning and directly improved practice and outcomes for people using services</p> <p>Feedback from people using services and case recording will reflect a stronger strength-based approach.</p> | Assistant Director Adult Social Care and Health and Principal Social Worker | On Track                                      | March 2023   |

| Theme 1: Quality Statement                 | Action Ref | Areas of Focus identified within the report   | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer                              | Status (Started/ On Track/ Complete) | Milestones                                 |
|--|------------|---|---|--|---|--------------------------------------|--|
|  | T1.9       | The introduction of specialist learning disability teams will help reduce the volume of complex cases held in the neighbourhood teams.  | We will utilise best practice from around the regional to develop a specialist Learning Disabilities Team. We will do this in collaboratively will individuals, families, and partner agencies  | Establishment of specialist Learning Disabilities Team which can evidence improved outcomes for individuals, carers, and families. | Assistant Director Adult Social Care and Health       | Started                              | June 2023                                  |
|  | T1.10      | Carers Strategy refresh to ensure that is it more outcomes focused with clear timescales to include stronger representation of the Carers Voice and consider increased investment to Carers Support to extend the reach and to bolster the support offer. | Sefton's Carers Strategy is currently being refreshed with key partners to include clear outcomes and measures for delivery. This will include coproduction and full engagement with carers. This strategy will be presented to Cabinet in May 2023<br><br>Work is also being undertaken in collaboration Sefton Carers to meet the increased need across the borough | Improved outcomes and metrics for Carers<br><br>A sustainable quality robust service offer is available                            | Strategic Support and Adult Social Care Commissioning | On Track                             | April 2023<br><br>First Draft January 2023 |
| <b>Equity in experiences and outcomes*</b> | T1.11      | New Quality Statement added to framework by CQC in late November 2022 after Peer  | Work taking place in this area includes:<br>We are currently reviewing  | We will be able to gather regular feedback from  | Service Managers                                      | On Track                             | April 2023                                 |

| Theme 1:<br>Quality Statement   | Action Ref | Areas of Focus identified within the report            | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer | Status (Started/ On Track/ Complete) | Milestones |
|---|------------|--|---|--|--------------------------|--------------------------------------|------------|
| We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support, and treatment in response to this. |            | Review report produced against the original framework. | <p>how we gather feedback from people and carers with lived experience. This will involve working in partnership with partner organisations such as Health Watch and Sefton CVS.</p> <p>We will implement arrangements to hold regular focus groups and gather direct feedback at the point people have used the service. We will utilise this feedback to improve services</p> | people accessing services and be able to evidence that we have listened and improved |                          |                                      |            |

## Theme 2 - Providing Support: shaping, commissioning, workforce capacity and capability, integration and partnership working

| Theme 2:<br>Quality Statement                      | Action Ref | Areas of Focus  | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer                        | Status (Started/ On Track/ Complete) | Milestones                   |
|--|------------|---|---|--|---|--------------------------------------|------------------------------|
| <b>Care provision, integration, and continuity</b> | T2.1       | Market position statement will be available that makes clear links to what the council requires from the market and presents a clear picture of capacity and demand | Market Position Statement to be refreshed to include what has been highlighted in the Joint | A market that is able to meet the needs of people living in Sefton, therefore we would | Executive Director Adult Social Care and Health | Started                              | Refresh completed March 2023 |



| Theme 2:<br>Quality<br>Statement  | Action<br>Ref | Areas of Focus   | Actions We Are<br>Taking  | How we will know<br>it has worked  | Responsible<br>Lead Officer   | Status<br>(Started/<br>On Track/<br>Complete) | Milestones  |
|---|---------------|--|---|--|---|---|---|
| We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity.   |               | for the next 3 years   | Strategic Needs Assessment for Vulnerable Adults once published and utilizing the LCR Dynamic MPS and Place Delivery Plan                       | expect reduced waiting times, less need to commission services outside of contracts, Service users reflect a high level of satisfaction in terms of the choice and control they have over service provision in Sefton. |   |   |   |
| <b>Partnerships and communities</b><br><br>We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement | T2.2          | Staff need knowledge of community resources if alternatives are to be used and signposted to. Consider updating the Directory and other potential models to make it accessible online so it can be publicised and updated more easily. | We will review the information contained in the Directory and links to marketplace.   | More people will have access to alternative community services when this appropriate<br><br>Online fully functioning Directory in place  | Assistant Director All Age Commissioning  | To be started                                 | Review with front line teams March 2023<br><br>September 2023 |
|   | T2.3          | There are a number of care homes asking for fee tops ups so reducing choice availability. Consider options to improve fees and charges through the context of the 'Fair Cost of Care' exercise.  | Fair Cost of Care exercise carried out working with Providers and results submitted to DHSC.<br><br>Market Sustainability Plan being developed. | More sustainable marketplace with greater choice at contractual rates  | Assistant Director All Age Commissioning<br><br>Director Adult Social Care and Health | On Track                                      | March 2024  |

| Theme 2: Quality Statement | Action Ref | Areas of Focus   | Actions We Are Taking  | How we will know it has worked   | Responsible Lead Officer                                      | Status (Started/ On Track/ Complete) | Milestones |
|----------------------------|------------|--|--|--|---|--------------------------------------|------------|
|                            |            |  | Dedicated capacity to be given to this area within the Commissioning function.   |  |   |                                      |            |
|                            | T2.4       | Strategic commissioning plans and operational reporting needs to reflect equality, diversity, and inclusion issues. Sefton's small black and minority ethnic population should be considered when reviewing service delivery plans.    | Population needs including BAME population to be considered as part of the refresh of Market Position Statement.   | We are able to offer evidence based assurance that our services are able to meet the needs of all parts of our population. | Assistant Director All Age Commissioning                      | To be started                        | March 2024 |
|                            | T2.5       | The intermediate care strategy needs to support a reduction in bed-based care to more community based care. Consider a coherent, properly resourced reablement offer that offers equity of access across the borough. (Linked to T1.5) | An integrated approach to the Intermediate Care Strategy delivery has been stepped up with a refreshed approach top bed-based offers receiving a full wrap around community offer and the development of a business case to deliver further Capacity to reablement., | Increased take up of reablement through lead provider.<br><br>Reduction in alternatives to reablement being used           | Place ICB Team and Council<br><br>Lead Officer Place Director | On Track                             | March 2023 |
|                            | T2.6       | Consider an integrated workforce strategy to include blended roles and approaches in home care. This is a way for home care staff  | Corporate Workforce Strategy being worked on currently. Integration of Workforce Strategies  | Greater awareness around roles and responsibilities both of social care  | Assistant Director Adult Social Care and Health and           | Started                              | April 2023 |

| Theme 2:<br>Quality<br>Statement | Action<br>Ref | Areas of Focus  | Actions We Are<br>Taking  | How we will know<br>it has worked   | Responsible<br>Lead Officer              | Status<br>(Started/<br>On Track/<br>Complete) | Milestones                               |
|----------------------------------|---------------|---|---|---|--|---|--|
|                                  |               | to work closely with district nurses and support the delivery of some low level health tasks as part of an agreed care plan.  | to be determined with Health.<br><br>Integrated Care Team Development plan now defined.<br><br>Customer journey to consider integrated approach   | and health colleagues in respect of delivery.   | Place Director                           |   |  |
|                                  | T2.7          | Recruitment issues are being experienced across the market especially for home care services. Home care providers are keen to work with the Council and move towards outcome focused care packages which are strength focused.<br><br>There were limited options for home care services resulting in quick escalation to packages of care. A whole system transformation programme with Third Sector investment could address this. | A wider workforce strategy is being developed across the North West, and consideration of adopting a care academy approach in Sefton is ongoing<br><br>Domiciliary Care re-tender process underway and will explore issues raised.<br><br>Community Catalysts are working with Commissioning to explore alternative options in the marketplace. | Domiciliary Care re-tender to increase choice and move towards strength focused care packages.<br><br>Increased choice and control in marketplace and recorded on Sefton Directory.<br>Reduction in waiting lists and increased satisfaction in customer feedback | Assistant Director All Age Commissioning | Started                                       | Initial strategy developed by April 2023 |

## Theme 3 - Ensuring Safety: safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways, and continuity of care

| Theme 3: Quality Statement  | Action Ref | Areas of Focus  | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer  | Status (Started/ On Track/ Complete ) | Milestones                          |
|---|------------|---|---|--|---|---------------------------------------|-------------------------------------|
| <b>Safe systems, pathways, and transitions</b><br><br>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people | T3.1       | Consider opportunities to create a “Promoting Independence” service for young people as they come into adulthood, providing a wider choice for young people especially around pathways into work, leisure and supported employment. | We are working with Sefton Partners to strengthen the offer and availability of supported employment opportunities and access to employment.<br><br>A multi-agency working group will be launched in January 2022 | We will be able to evidence<br><br>Performance data around the numbers of individuals with a learning disability in employment will increase | Assistant Director Adult Social Care and Health<br><br>Assistant Director All Age Commissioning | On Track                              | Initial options completed June 2023 |
|   | T3.2       | The quality assurance team are currently reactive rather than proactive given existing capacity of the team in light of increased   | We are reviewing the role of the Quality Assurance team to strengthen its capacity and focus. This will ensure a proactive  | See an increase in planned activity rather than reactive response  | Commissioning and Service Manager (Safeguarding)  | On Track                              | March 2023                          |

| Theme 3:<br>Quality<br>Statement   | Action<br>Ref | Areas of Focus   | Actions We Are Taking   | How we will<br>know it has<br>worked   | Responsible<br>Lead Officer                                | Status<br>(Started/<br>On Track/<br>Complete<br>) | Milestones |
|--|---------------|--|---|--|--|---|------------|
| <p>move between different services.</p> <p><b>Safeguarding</b></p> <p>We work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm, and neglect, and we make sure we share concerns quickly and appropriately.</p> |               | demand.  | <p>and early intervention approach is implemented</p> <p>Links between Quality Assurance officers, frontline Social Work staff and safeguarding to be further strengthened.</p> | We will gather feedback from Care Homes and People Using services to assess the impact   |  |   |            |
|  | T3.3          | The engagement between partners at a strategic level in the Safeguarding Adults Partnership Board (SAPB) is strong, but there were concerns about engagement of key partners in Task and Finish Groups.                                    | <p>Task &amp; Finish groups have been revisited to reduce duplication and membership revitalised</p> <p>A New SAPB independent Chair is now in place</p>                        | Reduction in meetings and improved representation and engagement of key partners.  | Safeguarding Adults Partnership Board Manager              | On Track  | Completed  |
|  | T3.4          | SAPB to consider the introduction of a performance report that looks at the role of safeguarding across all partner agencies and not just adult social care. This would more appropriately represent the partnership approach of the SAPB. | A whole system Performance report is currently in development, which will show safeguarding activity across all partner agencies  | A fully integrated Sefton wide performance report across key partners will be available and utilised to enable the SAPB to identify target areas | Safeguarding Adults Partnership Board Manager              | On Track  | March 2023 |
|  | T3.5          | There is the need for a greater emphasis to be placed on social worker's professional judgement  | Programme of refresher Safeguarding training has been delivered for all   | We will be able to evidence strong presence of profession  | Service Manager (Safeguarding) and Principal Social Worker | On Track  | March 2023 |

| Theme 3:<br>Quality<br>Statement | Action<br>Ref | Areas of Focus  | Actions We Are Taking  | How we will<br>know it has<br>worked  | Responsible<br>Lead Officer   | Status<br>(Started/<br>On Track/<br>Complete<br>) | Milestones                                     |
|----------------------------------|---------------|---|--|---|---|---|--|
|                                  |               | within safeguarding case notes.   | <p>social workers</p> <p>A regular programme of auditing safeguarding case files is to be introduced</p> <p>Refreshed guidance on recording practice is being developed</p>  | judgement clearly articulated within case files via an audit process  |   |   |  |
|                                  | T3.6          | There is opportunity to work with Care Providers to reduce the number of inappropriate safeguarding referrals being received, predominantly in respect of medication concerns | -We are working with Health colleagues to develop greater training for care homes and strengthening the approach undertaken by our Quality Assurance Team to ensure an early intervention and preventative approach. | <p>See an increase in planned activity rather than reactive response</p> <p>Reduction in medication concerns being raised via the safeguarding team</p> <p>Improved services for people living within the care home</p> | Commissioning, Service Manager (Safeguarding) and Principal Social Worker | On Track  | Dedicated work programme developed by Feb 2023 |

## Theme 4 - Leadership: culture, strategic planning, learning, improvement, innovation, governance, management, and sustainability

| Theme 4: Quality Statement  | Action Ref | Areas of Focus   | Actions We Are Taking  | How we will know it has worked  | Responsible Lead Officer   | Status (Started/ On Track/ Complete) | Milestones |
|---|------------|--|--|---|--|--------------------------------------|------------|
| <p><b>Governance</b></p> <p>We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment, and support. We act on the best information about risk, performance, and outcomes, and we share this securely with others when appropriate.</p> <p><b>Learning, improvement, and innovation</b></p> | T4.1       | <p>Given current pressures across the council and the whole health and care system, there is a need to ensure the pressures of demand, the pressures of caseloads, the pressures of people waiting to receive services, there is need to mitigate risk associated with the pressure of demand experienced.</p> | <p>Waiting lists are being robustly monitored through the newly formed performance board.</p> <p>Service risk registers are in place and regularly reviewed, with clear escalation and visibility with Senior Officers and the Lead Cabinet Member</p> <p>Rolling recruitment to be put in place to increase numbers of front line workforce and options to enhance attraction and retention will be explored</p> <p>Overtime working for existing staff to reduce waiting lists</p> <p>Staff support in place including regular supervision, informal support, and signposting to</p> | <p>Reduction in waiting lists and length of time on waiting lists through Performance Board and Dashboard</p> <p>We will gather feedback from Individuals and Carers accessing services</p> | <p>Executive Director Adult Social Care and Health /Assistant Director</p> <p>Service Managers</p> | On Track                             | April 2023 |

| Theme 4: Quality Statement  | Action Ref | Areas of Focus   | Actions We Are Taking  | How we will know it has worked  | Responsible Lead Officer  | Status (Started/ On Track/ Complete) | Milestones                                  |
|---|------------|--|--|---|---|--------------------------------------|---|
| We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome, and quality of life for people. We actively contribute to safe, effective practice and research |            |  | support services<br><br>We with partner agencies to ensure we reduce duplication and streamline process to maximise our workforce and improve response times for the public  |   |   |                                      |   |
|   | T4.2       | The top layers in the department are very lean in terms of senior leaders. As the transformation programme is implemented the Council should ensure there is adequate capacity for the team to manage the number, variety and complexity of adult social care work and projects. | An enhanced senior leadership structure has been developed and agreed. Senior manager posts have now been advertised and recruitment is currently underway. This will strengthen the leadership in place and ensure adequate capacity to meet the breadth of national reform and transformation. | Posts will successfully be recruited into, increasing the senior management oversight.<br><br>Key milestones and pieces of work will be delivered to improve outcomes for people using services and staff | Executive Director Adult Social Care and Health and Assistant Director Social Care and Health | On Track                             | First Phase completed April 2023            |
|   | T4.3       | Staff in adult social care have indicated they have experienced a lot of changes and initiatives coming from senior managers all at once.<br><br>There is a need to develop a  | An Adult Social Care Strategy plan beneath this is to be co-produced with staff. We will review and strengthen our communication with staff  | Staff will be engaged and clear on the direction of travel for Adult Social Care.   | Assistant Director Social Care and Health   | On Track                             | Co-production sessions delivered March 2023 |



| Theme 4: Quality Statement | Action Ref | Areas of Focus  | Actions We Are Taking  | How we will know it has worked  | Responsible Lead Officer  | Status (Started/ On Track/ Complete) | Milestones  |
|----------------------------|------------|---|--|---|---|--------------------------------------|---|
|                            |            | Directorate plan with scheduled priorities with defined interdependencies identified.   | ensuring a range of engagement and feedback opportunities are in place. This will include service wide team talks and regular update events.   |   |   |                                      |   |
|                            | T4.4       | Consider increasing the capacity and capability of the performance team so they can support the Adult Social Care Directorate more effectively as a Business Intelligence function from within adult social care.<br><br>Train Directorate staff on the interpretation and effective use of this data so they can make changes for improvement. | We will work with corporate colleagues to maximise effective working with BI colleagues A newly formed performance board has already been established including corporate BI support and this provides oversight of all areas of performance within the service<br><br>Operational dashboards are being developed with BI and relevant teams to ensure effective utilisation. Dedicated Training will be offered | The Performance Board will be fully embedded and options for increasing the capacity of BI will be reviewed and actioned<br><br>Staff awareness of performance reports and how these are utilised will increase and feedback will report greater confidence.<br><br>Improved performance figures being reported | Assistant Director Adult Social Care and Health<br><br>Assistant Director Corporate Support<br><br>Adult Social Care Service Managers | On Track                             | March 2023<br><br>Progress monitored through April - Sep 2023 |
|                            | T4.5       | Approach to a strengths-based social work was disrupted by Covid. A re-set and a change of language to move beyond “the three conversations model” is   | A review and relaunch of our current strength-based approach is in process. This will include a review of practice, access to community based provision,   | Staff have a greater awareness of strength-based practice and how they are recording this in systems  | Principal Social Worker and Senior Lead for Transformation & Assurance  | On Track                             | Relaunch by April 2023<br><br>Further Evaluation July 2023    |

| Theme 4: Quality Statement | Action Ref | Areas of Focus   | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer                        | Status (Started/ On Track/ Complete) | Milestones  |
|----------------------------|------------|--|---|--|---|--------------------------------------|---|
|                            |            | required.  | documentation, and advice / information Quality Improvement and Practice Forums established for practitioners to embed strength-based approach with the objective of improving practice.  | used<br>Direct Feedback from Individuals and Carers report a more strength-based approach  |   |                                      |   |
|                            | T4.6       | The Service considers how it demonstrates inclusive leadership to develop greater awareness and planning for Sefton's diverse communities. | <p>We will develop a strategy to further understand and ensure we meet the Adult Social care needs of Sefton's diverse communities</p> <p>We will do this by reaching out to local communities to coproduce service responses and information</p> <p>Understand and utilise our data more effectively including links to population needs and Joint Strategic Needs Analysis.</p> <p>We will undertake an Equalities Impact Assessment (EIA)</p> <p>Seek out and learn from best practice else were</p> | <p>Our service delivery and transformation programmes will reflect the needs of all groups within the local Sefton Community.</p> <p>We have established links in place with local communities' groups</p> <p>Those accessing services will more greatly reflect the diverse communities with Sefton</p> | Executive Director Adult Social Care and Health | Started                              | <p>Action plan in place April 2023</p> <p>Implementation through 2023</p> |

| Theme 4: Quality Statement | Action Ref | Areas of Focus   | Actions We Are Taking   | How we will know it has worked   | Responsible Lead Officer   | Status (Started/ On Track/ Complete) | Milestones  |
|----------------------------|------------|--|---|--|--|--------------------------------------|---|
|                            |            |  | <p>regionally and nationally</p> <p>Ensure all staff access Equality &amp; Diversity training for staff and Managers. Recent additional training for Race Equality taking place.</p> <p>Work taking place to identify and reach groups including those from diverse ethnic backgrounds (DEB).</p> <p>Establish metrics to capture feedback and measure success.</p>   | <p>We will gather and learn from direct feedback from people access service</p> <p>All staff will be compliant with training and development</p> |  |                                      |   |
|                            | T4.7       | <p>There is a need to reflect the emerging neurodiversity agenda given more prominence in the documentation and practice of the Directorate.</p> | <p>We will review our policies and procedures to ensure we are raising awareness of and addressing practice to reflect the neurodiversity agenda</p> <p>This will include in areas such as recruitment, retention, development, and service delivery</p> <p>We will expand our presence on the Corporate Equalities Group (CEG) and ensure full alignment to and implementation of the Council's developing</p> | <p>We will be evidence awareness of and visibility of the Neurodiversity Agenda throughout the service</p>                                       | <p>Assistant Director Adult Social Care and Health Principal Social Worker and Service Managers</p> <p>Ensure alignment to CEG</p> | <p>Started</p>                       | <p>Initial review completed April 2023</p> <p>Dedicated work throughout 2023/24</p> |

| Theme 4: Quality Statement | Action Ref | Areas of Focus | Actions We Are Taking | How we will know it has worked | Responsible Lead Officer | Status (Started/ On Track/ Complete) | Milestones |
|----------------------------|------------|----------------|-----------------------|--------------------------------|--------------------------|--------------------------------------|------------|
|                            |            |                | Equality Strategy     |                                |                          |                                      |            |

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