

Adult Services Inspection Action Plan

DRAFT

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
	Safeguarding Adults						
1	Develop more robust quality oversight to ensure consistent professional standards of work are achieved.	Yvonne Hall	Team Managers and Safeguarding Team are aware of issues regarding quality of information required in safeguarding,	Arrange regular meeting with Team Managers to update them on any changes to processes, and identify issues regarding quality of information.	Yvonne Hall	TBC	Met with ACT 21/10 Meeting with Care Management Team Managers to be arranged Arrange regular mail shots to give updates on processes
			Review process In place for all safeguarding cases	Arrange monthly 1:1 sessions with Team Managers to go through safeguarding case load	Sheila Mottram/Ged Doherty	On-going	This will be an on-going arrangement to oversee the progress made on safeguarding cases, collate paperwork, and agree any further actions
				Bi-monthly Team Manager meetings with Safeguarding Team to discuss cases, lessons learnt, developments within safeguarding	Sheila Mottram/Ged Doherty	On-going	This will be an on-going arrangement to discuss general safeguarding issues, look at specific cases and outcomes in conjunction with lessons that we can learn from these.

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			Access and Contact team fully aware of changes regarding CareFirst regarding safeguarding alerts and impact this will have.	Meet with Lynn Walker and Christine Forsyth to discuss changes to alert form and how this is to be recorded	Yvonne Hall/Heidi Gibson	Oct-09	Meeting held on 21/10/09 and Alert format agreed. When alert form is received in ACT the information will be transferred to CareFirst as documented on the form. When an alert is phoned in the designated staff within ACT will complete the form electronically.
			Risk Assessment Tool within CareFirst system reflects what is in Policy and Procedures	Check system against policies and procedures	Yvonne Hall/Heidi Gibson	Oct-09	Risk Assessment Tool reflects the P & P. Decision made to make this mandatory field with review of this in 6 months time
			We have a senior management signing off process for all safeguarding cases incorporated into Care First.	Look at development of an integrated audit tool within CareFirst for service managers to check and sign off.	Yvonne Hall/Heidi Gibson	Nov-09	Explored the 'audit procedure' within P & P, and agreed how the investigation outcomes will be recorded once authorisation of the closure has been given by the Lead Officers line manager. Flow charts being developed.

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				Update case file audit process to incorporate the safeguarding requirements	Yvonne Hall/Heidi Gibson	Nov-09	Current case file audit procedure to be updated with Safeguarding requirements for Section 9 of case files. Details include the documentation to be included within this section and that these documents will be required for each/every safeguarding issue for the service user. Changes to process to be sent to group reviewing the procedure
				Staff to be made aware that there will be a new addition to CareFirst where case notes in relation to safeguarding cases can be recorded allowing these notes to be printed off on their own and stored in Section 9.	Yvonne Hall/Heidi Gibson	TBC	To be included in training programme for CareFirst. Mail shot went out 13.11.09
				Meet with service managers and Head of Operations to discuss and agree process	Yvonne Hall/Heidi Gibson	Nov-09	

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			Fully implement the recent changes to the CareFirst System, by development of a rollout programme.	Develop 4 stage Roll out programme.	Heidi Gibson	TBC	1) Action plan for rollout being drawn up 05.11.09 2) Training dates to be arranged 3) Flow charts being developed to reflect process
				(1) ACT re Alert	Heidi Gibson	Nov-09	Preparation work underway
				(2) Team Managers re safeguarding assessment and progression.	Heidi Gibson	Nov-09	Preparation work underway
				(3) Senior Managers re safeguarding process and audit and final sign off.	Heidi Gibson	TBC	Preparation work underway
				(4) Team Clerks re minute taking, recording and functions of the system.	Heidi Gibson	TBC	Preparation work underway
			Continuation of regular meeting with team managers, safeguarding team manager, DOLS team manager, service manager and head of operations	Bi-monthly Team Manager meetings with Safeguarding Team to discuss cases, lessons learnt, developments within safeguarding	Sheila Mottram/Ged Doherty	On-going	This will be an on-going arrangement to discuss general safeguarding issues, look at specific cases and outcomes in conjunction with lessons that we can learn from these.

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				Monthly meetings with SM/Head Operations/Safeguarding Team Manager/DoLs Manager	Maxine Naismith	Oct-09	Meetings arranged every 6 weeks until November 2010
2	Extend training to a wider range of people, including those outside the social care and health sectors working regularly with vulnerable adults.		Development and implementation of robust multi agency training plan	Training Needs Analysis to be undertaken.	Heidi Gibson	Nov-09	
Training plan to be developed from the outcomes of TNA.				Sheila Mottram/Heidi Gibson	Dec-09		
We will have a specific training programme that integrates safeguarding, MCA and DoLs for key areas			Design training programme, and develop plan to deliver this	Sheila Mottram/Ged Doherty	Dec-09		
We have integrated training programme in partnership with Durham.			Liaise with Durham Safeguarding manager regarding training plans for 2010(agreed after 18th November)	Safeguarding Team	Nov-09	Meeting to be arranged for after 18th November to discuss integrated training agenda	
3	Give particular focus to understanding issues and improving safeguarding for people with learning disability, both as potential victims and perpetrators.	Gary Laville	To ensure that a whole system approach is taken to safeguarding people with a learning disability	To constitute a learning set for both internal workers and external providers to explore safeguarding	Gary Laville & Safeguarding Team	Jan-10	GL to arrange a Meeting after 10th December with Safeguarding Team and workforce Development around developing learning sets for both internal and external workers

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				b) To engage in Person centred risk taking training	Gary Laville	Nov-09	This training has occurred and 35 members of staff have attended this training. Learning outcomes of this training will be applied to how risk is assessed w/c 30.11.09
				To undertake CareFirst training on safeguarding recording	Sean Wearn/Peter Fitzpatrick	Dec-09	To be included in training programme for CareFirst.
				Attend 1:1 meetings with safeguarding team re updates on safeguarding caseload	Sean Wearn/Peter Fitzpatrick	On-going	To be arranged from beginning of Dec 09
				Attend bi-monthly Team Manager meetings arranged by Safeguarding Manager	Sean Wearn/Peter Fitzpatrick	On-going	To be arranged from beginning of Dec 09
			Clear recording of all discussions are made by all involved	To continue with the planned implementation of recording procedures that are consistent across safeguarding, commissioning and provider services.	Sean Wearn/Peter Fitzpatrick	Jan-10	Work has identified appropriate case file presentation and work on converting new files in both provider and commissioning services has been happening since June 09. To complete by Feb 10
				Implement the case file audit procedure across all services.	Gary Laville	Dec-09	To commence w/c 7.12.09

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				Use supervision process to discuss issues arising from managing safeguarding process and record actions	Gary Laville/Sean Wearn/Peter Fitzpatrick	On-going	To be arranged from beginning of Dec 09
			Ensure team Managers and Care Co-ordinators have a clear understanding of MCA, DoL's and Best Interest decisions	Audit training requirements for team	Sean Wearn/Gary Parle	TBC	Audit of training needs to be achieved w/c 30.11.09 and to work with colleagues in health around partnership working for MCA actions
			Advocacy/IMCA considered in all safeguarding cases	Ensure records reflect the consideration of need for advocacy/IMCA has been considered.	Gary Laville/Sean Wearn/Peter Fitzpatrick	On-going	Work around current documentation has begun and further discussions attached to training needs to be achieved for documentation in W/c 30.11.09
4	Improve standards of record keeping to ensure they are an accurate representation of events, actions, decisions, monitoring and formal determination of the outcomes.	Yvonne Hall	Ensure all relevant staff are aware of the policies and procedures around safeguarding	Review P & P for accuracy	Ged Doherty	Nov-09	
				Make staff aware of any changes	Ged Doherty	Nov-09	
				Use TM meetings to discuss any issues re P&P	Sheila Mottram/Ged Doherty	On-going	

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			Advocacy/IMCA considered in all safeguarding cases	Ensure records reflect the consideration of need for advocacy/IMCA has been considered.	Team Managers/Service Managers	On-going	
			Ensure all relevant staff are aware that high quality record keeping is a requirement	Initial TM meeting being arranged. Thereafter use TM meetings to discuss quality and agree actions required.	Team Managers	On-going	
			Safeguarding cases are monitored through supervision process	Safeguarding team staff to be involved in the planned review of the supervision process to ensure it reflects safeguarding as an area to be discussed	Team Manager/Heidi Gibson in liaison with Lynn Heslop	TBC	
			Improve the quality of recording at strategy meetings, strategy review meetings, executive planning meetings.	Explore current situation and how this could be managed more effectively	Yvonne Hall	Oct-09	(1)YH discussed with Service Managers and team Managers the problem of accessing minute takers, for safeguarding meetings, and for the general administration requirements for safeguarding meetings. (2) MN to discuss with Yvonne Roberts re pa support in first instance.

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				Explore the process within children's services for safeguarding cases	Yvonne Roberts	Nov-09	(1)Y Roberts has established the process within children's services. (2)YR/YH/HG to meet to discuss the current arrangements within adults
5	Work with the police to ensure referrals to them are timely and appropriate, to improve the ability of the police to respond effectively.	Yvonne Hall	Ensure referrals to police are made timely and appropriately	Request police to inform safeguarding team of any concerns in this area	Yvonne Hall	Oct-09	Meeting held on 14th October 09 and DS Ashford is unaware of any issues however will monitor situation and inform team on any concerns
				Arrange attendance at routine DoLs and Safeguarding meeting, from Vulnerability Unit. This will be formal reporting mechanism for actions to be taken and lessons learnt.	Maxine Naismith	To commence 22nd Dec	Invite sent.
				Develop Carefirst recording to include Question have police been informed, with record of conversation and outcome. Include need to refer to MARAC/MAPPA	Heidi Gibson	end Nov 09	Inform Stephen Atkinson of change required.
Improved Quality of Life for Older People							

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6	Consult further with older people about ways to make them feel safer.	David Plews (Warren to Liaise with)	Older Persons Strategy to reflect older peoples views and needs	Focus group set up to shape Older Persons Strategy	Sue Davison	Jun-09	Consultation with older people on Older Persons Strategy shaped strategy

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			Shape transport in Darlington to reflect older peoples needs	Transport Listening Event with providers	Sue Davison	Nov-08	Transport Listening Event resulted in a consultative working group set up for reintroduction of pelican briefs. Arriva made changes to bus services (see overview for details)
			To give personal advice and guidance to older people on community safety issues	Community Safety Event	Claire Llewelyn	Mar-09	Individuals benefited from personal advice and guidance and freebies
			To better inform older people on Community Safety issues	Community Safety Group - monthly meetings	Claire Llewelyn	On-going until April 09	See overview of services providing information sessions
			GOLD work plan to reflect Adult Services priorities	Set up Executive Meeting and invite Adult Services Assistant Director	Sue Davison	Dec-09	Spoke to GOLD chair and Assistant Director
			Older people to give their views and influence Local Transport Plan	Talking Together Event - invite GOLD members	Sue Davison	Nov-09	Publicity and promotion being prepared
			Make sure older people's views and needs are reflected at PACT (Partners and Communities Together) meetings	Look at feasibility of setting up an older person's PACT	Sue Davison & Inspector Paul Unsworth	Dec-09	None

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			Continue to listen to older peoples' views and needs	Continue to invite GOLD members to all Talking Together events/consultation	Sue Davison	On-going	on-going
			For older people to feel safe and connected to their communities. Have a well maintained and accessible environment that is safe, clean. Transport choices which are accessible.	Continue to work on the Community Safety Theme in the Older Person's Strategy and feedback to OPPB and Steering Group	Sue Davison	On-going	on-going
7	Work with partners to improve peoples' independent mobility including better wheelchair provision and better public transport.	Jackie Haskey (equipment)	Develop a more streamlined and timely approach to the assessment and provision of wheelchairs	Meet with the manager of the Darlington wheelchair service to explore role of trusted assessors	Jackie Haskey /Kal Guram	Nov-09	preliminary discussions held, meeting arranged
				Produce a information sheet for service users detailing the wheelchair assessment procedure including options whilst awaiting assessment	Kal Guram	Nov-09	
				Item agended for January Health and Wellbeing Scrutiny Committee to develop a task and finish group to review equipment /wheelchair services.	Jackie Haskey	Jan-10	

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		Pauline Mitchell	Identify any issues outstanding following the improvements to bus services introduced on 1 November in response to customer feedback	Arrange meeting with Chair of GOLD and raise at the GOLD Focus Group meeting on 10 November to establish whether a Task and Finish Group is required	Warren Tweed	Nov-09	NHS Co. Durham have arranged two new transport services - Hospital Shuttle and The Dales Hospital Link. For Darlington residents the Hospital Shuttle will provide free service for patients and residents to Bishop Auckland Hospital & University Hospital North Durham. The Council have also implemented a number of recent changes such as route diversion, additional services, stand relocation to relieve congestion, use of an alternative provider and improved reliability.
8	Improve the dissemination of information to people at the time they need it. This should include consulting with those older people and carers who prefer to access information on the Web.	Mark Humble	Ensure that key stakeholders are included in the work to improve information and assessment through the Councils website	Work with GOLD in developing a task and finish group to support the development of an accessible website To Include involvement in any procurement of a new system and developing the content of the website	Mark Humble	Apr-10	Task and finish group agreed with Gold. A number of Demonstrations set up with Software providers this element of the action plan to be developed through the Access, information and support transformation work stream. GOLD currently undertaking a piece of work linked to how older people get their information, this research to be used in project development

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			Development of a universal information strategy.	Developed as part of the Access, Information and Support transformational workstream	Lynn Walker	Apr-10	Framing day set for 30th November to develop strategy
			A key element of the new website design will be greater functionality for staff. For example if someone rings up requesting information, staff can identify the information required print and send or e mail offering the ability to tailor required/requested information	Include functionality with specification for website redesign	Mark Humble	Apr-10	
			Include within the case file audit process a checklist of relevant information and conformation of the information given. For example on discharge from hospital an individual will be offered the information that is relevant to them rather than all information that is available. The provision of tailored information will become a key part of the discharge process	Care managers to be advised that information offered needs to be tailored rather than blanket. This will be undertaken through the development of the information checklist	Lynn Walker/Jeanette Crompton	TBC	Review commenced 3.11.09. Next meeting 1.12.09

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9	Develop assessments and services for carers in their own right.	Lisa Holdsworth	Increase in the number of assessments for carers in their own right	Inform staff of the need to increase the number of assessments for carers in their own right – talk to staff teams re assessment documentation & identify barriers	Lisa Holdsworth	Jan-10	Preliminary discussions have taken place with CCAT1 and a joint meeting with CCAT1 and CCAT 2 has been arranged for 16.11.09.
				Start to promote the benefits of assessments for carers in their own right to carers and staff		Dec-09	Preliminary discussions have taken place with CCAT1 and a joint meeting with CCAT1 and CCAT 2 has been arranged for 16.11.09. Information has been given and a discussion took place on 30.10.09 with staff and volunteers at Age Concern's Clarks Yard offices.
				Evidence that assessments for carers in their own right are offered & that the reasons for non take up are recorded	Lisa Holdsworth Maxine Naismith	Dec-09	A meeting has been arranged with Stephen Atkinson on 16.11.09 to ensure changes are made to systems to enable recording to take place

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				Review and update current carers assessments documents and guidance to actively encourage assessments for carers in their own right, taking into account good practice from Councils with Beacon Status and those with high numbers of assessments for carers in their own right	Lisa Holdsworth	Apr-10	Information has been obtained from the NASCIS website for carers assessments which shows declined, joint and separate carer assessments for all authorities at 31st March 09. Carers beacon and comparator authorities have been identified and analysis of the information has been commenced.
				Review carers assessments training module and start to roll out new carers assessment training		Apr-10	
				Continue to raise awareness of staff regarding flexibility in relation to possible services for carers in their own right		On-going	Ongoing discussion with staff takes place re flexibility in respect of possible services for carers in their own right.
			Increase in the number of services for carers in their own right	Continue to respond positively to suggestions from carers as to what type of support will best meet their needs		On-going	

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				Review carers assessments leaflet to give examples of the type of services that a carer could receive in their own right		Feb-10	
			Work with colleagues in other sections of the Council to develop services and support for carers in relation to employment training, education and leisure opportunities		Pauline Mitchell/Lisa Holdsworth	Ongoing	These actions have already been identified within the Carers Strategy and Implementation Plan 2008-09
			Work with colleagues in other sections of the Council to develop services and support for carers in relation to leisure opportunities	Review use and uptake of the Live Darlington card	Lisa Holdsworth/Neil Drew	Mar-10	It has been identified that Carers are taking up the card, via other qualifying criteria, which are more beneficial financially.
				Explore other ways in which Leisure Services can be made more accessible to carers	Lisa Holdsworth/Neil Drew	Mar-10	
			Work with colleagues from other sections of the Council to develop services and support for carers in relation to education opportunities.	Work with Adult Learning to identify ways in which learning opportunities can be made more accessible to carers.	Lisa Holdsworth and Ruth Bernstein	Mar-10	The Head of Libraries and Adult Learning attends Carers' Strategy Steering Group meetings and work has been undertaken previously with the Service.

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			Work with colleagues in other sections of the Council and partners to develop services and support for carers in relation to training and employment.	Build on work with the Care Partnership Manager at Job Centre Plus	Lisa Holdsworth	Ongoing	The Care Partnership Manager at Job Centre Plus is a member of the Carers' Strategy Steering Group. Work is taking place in the Tees Valley region to look at how to move this agenda forward. A meeting is planned 25.11.09 around the delivery of replacement care.
				Do some focused work with employers around carers rights	Lisa Holdsworth Job Centre Plus, Council Business Engagement section	Apr-10	
				Improve information regarding the support available to carers who are employees of the Council	Lisa Holdsworth and Corporate HR	Mar-10	Support is currently available on the Council intranet, we are in discussion with Human Resources to improve the accessibility of the information
				Ensure that up to date information on local resources for supporting carers in education, training, employment and leisure is included within the implementation of the Personalisation agenda	The development of the electronic marketplace for self directed support will include information on local resources for supporting carers	Lisa Holdsworth John Kilgannon	Oct-10

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10	Increase the use of self directed care, including direct payments, to provide more individual and innovative solutions for both older people and carers.	Jeanette Crompton	Increase the number of older people and carers self directing their care	Ensure that the development of Self Directed Support is responsive to the needs of older people and carers, including involvement in the Self Directed Support Development Group and User Involvement Forum	Jeanette Crompton	On-going	
				Analyse and share the learning from the recent re provision of domiciliary care, where an established provider was unsuccessful	Direct Payment Support Service	Jan-10	
				Inform staff of the need to increase the number of direct payments for older people and carers- talk to staff teams & identify barriers	Jeanette Crompton Susan Kell	Jan-10	Preliminary discussions have taken place with CCAT1 re barriers and potential solutions.

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				Start to promote the benefits of direct payments to older people, carers and staff	Jeanette Crompton	Dec-09	Preliminary discussions have taken place with CCAT1 re the benefits of direct payments for older people. Information has been given and a discussion took place on 30.10.09 with staff and volunteers at Age Concern's Clarks Yard offices. .
				Set individual team targets for direct payments for older people	Susan Kell	Dec-09	Meeting arranged end November to set targets
				Evidence that direct payments are offered & that the reasons for non take up are recorded, analysed and challenged	Jeanette Crompton Susan Kell	Dec-09	A meeting has been arranged with Stephen Atkinson on 16.11.09 to ensure changes are made to systems to enable recording to take place
				Ensure that future marketing of self directed support is targeted towards older people i.e. DVD, leaflets and website	Jeanette Crompton	On-going	
				In partnership with Age Concern / GOLD/ MIND/ WRVS promote Direct Payments and their uses to older people and their carers.		Aug-10	

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			Provide more individual and innovative solutions for both older people and carers.	Begin to develop a range of options for people to self direct their support, not only Direct Payments	Jeanette Crompton Susan Kell	Apr-10	
				Continue to respond positively to suggestions from older people and carers as to how they wish to use their direct payment	Jeanette Crompton	On-going	
				Continue to share examples of innovative uses of Direct payments to both staff and older people-intranet		On-going	
				Continue to raise staff awareness regarding flexibility in relation to possible uses		On-going	
				Consider how to progress Supported Self Assessment for older people		Dec-09	Sample cases of older people have been selected for development of Resource Allocation system and modelling will take place shortly to ensure affordability
				Consider how to develop a Personal Budget Calculator for older people	Heather McQuade	Jan-10	

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	Improving Capacity in Darlington						
11	Be more realistic about its achievements and develop wider, more national benchmarking of its progress.	Pauline Mitchell	National Indicator benchmarking system established with regular reports to strategic management team	Introduce outcomes based accountability through service planning 2009	Sharon Raine	Nov-09	
Develop a system of performance management which covers both population and service accountability indicators				Apr-10			
Establish National benchmarking tool to link to service delivery innovation (below)				Apr-10			
Financial Benchmarking			Establish existing benchmarking data	Heather McQuade	Dec-09		
Subscribe to CIPFA benchmarking data			TBC				
Costed Service Plan to ensure benchmarking against unit activities			Mar-10				
Take an active role in Resource Allocation systems across the region, attending regional meetings.			On-going				

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			To have a robust system of benchmarking of service delivery innovation	Develop a Best Practice (Beacon Status) Directory of other Local Authorities, in particular with those of other similar demographics, in benchmarking against Darlington achievements to date and on its direction of travel i.e. transformation of Adults Social Care which includes integration.	Warren Tweed	Apr-10	
				To utilise the Adult Social Care Intelligent Service (NASCIS) which will give access to tools, enabling effective analysis of Social Care data to aid planning, performance management, benchmarking and service improvement.		Apr-10	
12	Ensure that the Darlington Safeguarding Adults Board has senior commitment from all key agencies and that a clear programme of work is established.	Yvonne Hall	The membership of the Safeguarding Adults Board (SAB) reflects commitment from all key agencies and that role & responsibilities of the members is clear	Review the membership of the Safeguarding Boards lead officer group to ensure appropriate representation from across the sector	Cliff Brown/Pauline Mitchell/Yvonne Hall	01/12/2009 SAB	

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			The membership of the Lead Officers Group (LOG) reflects commitment from all key agencies and that role & responsibilities of the members is clear	Review the Terms of Reference of the Lead officers Group to include the dissemination of good practice. The work plan that flows from this should include how what works and what doesn't work will be shared.	Cliff Brown/Pauline Mitchell/Yvonne Hall	01/12/2009 LOG	
				Consider representation from ISPG in line with changes being made to how ISPG functions	Yvonne Hall/Warren Tweed	Nov-09	
	Establish clear programme of work for Board and LOG		Ensure Strategic forward plan and action plan reflects actions agreed	Review Strategic Forward plan and update action plan	Cliff Brown/Pauline Mitchell/Yvonne Hall	01/12/2009 SAB	(1)Y Hall to review Action plan
13	Strengthen quality management around safeguarding so that staff across agencies have a better understanding of what works well and what needs to be improved.	Yvonne Hall	Develop reporting mechanisms for Board and LOG in order to disseminate information across all agencies	Standing item for Board and LOG to include statistical information and any patterns of abuse in Darlington.	Yvonne Hall	Sep-09	Agreed
				Standing items on Agenda for Board and LOG to include Lessons Learnt, Updates on Executive Planning Meetings, Serious Case Review.	Yvonne Hall	Sep-09	Agreed

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				Develop Lessons learnt approach to safeguarding cases, for discussion at Board and LOG, and at Managers Safeguarding meetings to improve practice in the future	Yvonne Hall & Safeguarding team	Dec-09	Development of Lessons learnt practice has started with any cases dealt with via Executive Planning processes, and will be reported at next Board and LOG
			Develop training packages to include quality aspect of reporting and record keeping	Review all current training packages	Safeguarding Team	Nov-09	
			Meet with any new contracted providers to ensure they are aware of safeguarding processes	Arrange to meet with specialist domiciliary agencies	Gary Laville/Yvonne Hall	Nov-09	Arranged
				Arrange to meet with domiciliary agencies	Yvonne Hall/Team manager	Dec-09	
14	Ensure that council leaders take a stronger line on modernisation to increase the pace of change.	Cliff Brown	The Social Care Transformation Board has a governance link with local members through the Cabinet and the Health and Wellbeing scrutiny function, with the wider Council through a link to the Efficiency Board and to partner agency governance boards	Governance of social care transformation programme agreed at Programme Board	Cliff Brown	Dec-09	Governance agreed

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			The action plan in response to this CQC inspection will be monitored by the Health and Wellbeing Scrutiny Committee	Agreed action plan to be monitored through the scrutiny committee	Pauline Mitchell	Dec-09	Following confirmation of action plan by Council, Scrutiny to monitor
			Develop a vision of the future of the delivery of Adult Social Care, Health and Wellbeing for Darlington	Work with partners to develop a future vision of a delivery model for health and social care. A number of business models to be developed for consideration	Cliff Brown	Jun-10	
			Take the opportunity to work collaboratively with health partners to test and model transformational change	develop existing proposals to work collaboratively in supporting people with dementia in Darlington	Cliff Brown	Feb-10	Some work already undertaken between council and health partners to undertake some collaborative work. Currently awaiting project management

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			Adult social care has as one of its key outcomes the greater use of mainstream support for those who traditionally use adult social care services	The modernisation agenda to be understood and shared with Adult and Community Services SMT, with a commitment to support the wider agenda	Cliff Brown	Dec-09	
			A programme brief outlining the social care transformation programme is developed with clear timescales and the Programme Board includes the Councils Chief Executive	Programme Brief Developed, Chief Executive confirmed as Board member	Cliff Brown	Aug-09	Programme brief developed. Board have met twice.
			Senior staff from the Local Authority and the NHS will meet on a regular basis to support the modernisation agenda		Cliff Brown	Jan-10	

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			The development and monitoring of local performance and financial targets that support the direction of travel	Develop local targets that include a % reduction on spend on residential care and a % decrease in the number of people who move from hospital to residential or nursing care.	Pauline Mitchell	Jan-10	
			The current social care Transformation Programme Board will be expanded to include integration and joint working with the NHS. Programme Board chaired by Director or Community services and attended by Darlington Council Chief Executive and senior representation from all local NHS commissioning and provider partners.	Proposal put to Programme Board.	Cliff Brown	Sep-09	Programme Board agreed to monitor and manage joint work and integration. Highlight report re current position re joint working/integration presented and agreed at Board on 5th November 2009
15	Develop and act on more local performance targets, which reflect local priorities.	Sharon Raine	Develop a set of local indicators measuring both service and population accountability	This will be taken forward with the actions set out against recommendation 11	Sharon Raine	Apr-10	

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			To develop a robust performance management framework to drive service improvement	Through the actions attached to recommendations 11 & 15 develop a performance management system which attributes accountability at all levels	Sharon Raine/Maxine Naismith	Apr-10	
				Produce team plans and hold team performance clinics on a bi monthly basis		Apr-10	
Commissioning and Use of Resources							
16	Improve joint working, among statutory commissioners around respective budget, workforce development and resource commitments.	Warren Tweed	To develop a number of joint commissioning strategies that will straddle and harness the strategic vision for Darlington, one of empowerment, prevention and well-being.	Establish Joint Governance Board to produce /implement shared governance framework/Partnership Agreement (Sc 75 Health Act 2007) Develop and begin to implement Joint commissioning Strategies	Warren Tweed Mark Humble	Apr-10	Older Person Later Life Strategy completed 2008 Older Persons Mental Health Strategy completed 2009. Partnership and Prevention Framing Day took place 16th Nov 2009

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
			<p>To set up more formal and robust mechanisms in developing integrated commissioning cycles with the NHS; from the Joint Strategic Needs Assessment to Procuring Services developing outcome based commissioning that includes investment, reinvestment and disinvestment.</p>	<p>Develop shared targets/Pis - align priorities, establish common processes and protocols</p> <p>Develop shared commitment/understanding between key staff through improved, ongoing communication, joint shared training, jointly appointed posts.</p> <p>Develop joint care pathways with budget approval processes built in</p> <p>Share financial strategies early in the process to ensure appropriate planning and solutions jointly agreed.</p> <p>Develop a plan of prioritisation for whole sector reviews alongside the Commissioning Timetable.</p>			

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
				Agree joint timetable for commissioning planning			
				Develop and implement a toolkit for commissioning practice based on commissioning for outcomes.			
				Develop Workforce Strategies in common format for Health and Social Care workforces, including analysis of current and future skills gaps			
			To ensure there is clear leadership and that joint commissioning is at the heart of partnership working through relevant boards and local government.	Ensure senior-level commitment who will provide an environment to unblocking barriers identified by staff	Warren Tweed Mark Humble	On-going	
17	Improve the efficiency of the equipment service from a service user perspective.	Jackie Haskey	Develop a local indicator for the fitting of none emergency equipment--	A new data collection and Care First process to be developed	Jackie Haskey, Kal Guram, management information and Care First Team	Nov-09	process identified to record data and data being collected
			Continued robust membership of all HELS groups with particular emphasis on the NEIEP Project Board for the Community Equipment Project	Analysis from Pilot Project to be presented at PSI Partnership board and sub-group to be set up to take this forward	Jackie Haskey, Kal Guram, Warren Tweed	On-going	Member of project board since July 09

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
			Incorporate the Handyman scheme within equipment provision	trial presently being undertaken between OT and Handyman scheme.	Kal Guram, Care and Repair	Complete	Equipment provision written in specification or new Handyman tender
18	Develop a more streamlined structure for consulting with the Independent sector.	Warren Tweed	Continue to develop the domiciliary care and residential/nursing care provider forums developing best practice around the main themes of dementia care, end of life care and dignity care.	<p>Develop governance arrangements utilising the principles based on the 'Partnership Toolkit.</p> <p>Develop a model for market facilitation that will include mapping service provision, identify needs and gaps in the service area, assess resource implications, specify and monitor the quality and cost-effectiveness of service provision and to deliver effective outcomes.</p> <p>Develop Joint Commissioning Strategies for all disciplines within Adult Social Care to stimulate and intervene within the market shaping future care provision.</p> <p>Develop a work plan based on the three main overarching themes,</p>	Warren Tweed	Apr-10	<p>Res/Nursing Provider Forum was set up September 2009</p> <p>Market Work Stream Framing Day took place 18.09.09</p> <p>Project Initiation Documents Developed</p> <p>Risk Log Developed</p> <p>Action Plan in place</p> <p>Commissioned 2 day training for local providers via SELF DIRECT.</p>

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
			In addition to work with the voluntary sector under the principles of the Darlington Compact and to work closely with connecting with Communities to hold biannual events with all of the independent sector providers.	To work closely with Connecting with Communities, holding biannual events with all independent sector providers to create a forum for learning and sharing best practice.	Warren Tweed	Apr-10	
19	Ensure that all front line teams have plans, which feed the developmental agenda.	Maxine Naismith	To establish inclusive mechanisms in terms of service planning and to ensure the inclusivity of relevant key stakeholders, i.e. service managers, team managers and team membership at all levels.	To review the current mechanism for service planning within Adult Services in terms of meeting the outcome	Maxine Naismith and Sharon Raine	Nov-09	
				Within the review the adoption of a outcome based accountability methodology for service planning at all levels		Nov-09	
				Hold a service wide planning session to capture knowledge, innovation and ideas in terms of service delivery at all levels		Nov-09	

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
				To develop a performance management systems which attributes accountability at all levels	Sharon Raine	Apr-10	
				To lead on the operational implementation of the above performance management system	Maxine Naismith and Service Managers	Apr-10	
			To ensure that key staff are updated with regards to new strategies and key policy documents	To utilise effectively current meeting structures including the quarterly briefing, monthly transformation meeting, strategic and operational senior management meetings and within local team meetings to deliver the message in terms of individual personal and professional	Maxine Naismith and Mark Humble	Dec-09	
			Frontline teams to feed the personalisation agenda by robust participation within personalisation work streams to influence the strategic direction of travel	Workleads to be attributed to relevant and skilled service managers.	Maxine Naismith, Mark Humble and service managers	Complete	All seven transformation work streams are led by a service manager

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
				Each workstream framing day and subsequent working group to include a cross section of social care staff		On-going	
				Monthly staff briefings around the work of the workstreams to offer staff opportunity to think about and debate the change agenda		TBC	Monthly staff briefings in place
			PDR processes to be linked to the service plan, strategy and performance.	The development of a performance management system attributing accountability at all levels.	Sharon Raine	Apr-10	
				To establish team performance clinics on a bi-monthly basis	Sharon Raine, Maxine Naismith	Apr-10	
			Operational areas to adopt person centred approaches across the whole of Adult Services	Commissioning of bespoke training from HSA to equip and train staff to utilise person centred tools across Adult Services.	Maxine Naismith and Mark Humble	Nov-09	Developmental programme being developed in partnership with Hellen Sanderson associates. Using the current good to great programme
				To implement initial training in person centred approaches and familiarisation with basic toolkits	Mike Cleasby	Complete	Person Centred Tools workshop held on 1st July 2009. Approx 120 people attended & were given person centred tools booklets.

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
				<p>To implement a pilot within the Access and Contact Team with regards to implementing person centred tools when speaking to service users on the telephone. Access and Contact Team have begun using these tools in their telephone contact with service users and the process is being monitored by Team Manager/ Senior Practitioner. The plan being to assist the Team in improving skills . Following evaluation we then hope the Team feel confident to introduce this approach into all assessments.</p>	<p>Mike Cleasby and Christine Forsyth</p>	<p>Review Dec 09</p>	<p>The person centred planning team has given specific advice to the ACT team on the use of tools such as Important to/For & what's Working/Not Working</p>
			<p>Utilisation of person centred tools to enable teams to work in a streamlined way in implementing relevant policy and strategy.</p>	<p>Person Centred Planning Team to work more closely with the Transformation Team and support teams to streamline processes whilst ensuring person centred outcomes for individuals.</p>	<p>Maxine Naismith and Mike Cleasby</p>	<p>Mar-10</p>	<p>PCP team has written a person centred approaches 'A Vision for Darlington'. Plan will detail how the team will work with services to streamline processes whilst ensuring person centred outcomes.</p>

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
			Robust communication and meeting structures to be implemented to ensure this recommendation is embedded as part of core business	Arrange for Senior Managers & Team Managers to be trained in facilitating person centred meetings.	Mike Cleasby	Dec-09	Person Centred Meetings training has been commissioned through Helen Sanderson Associates for the 17th November 2009. This training can then be cascaded to other staff by the person centred planning team.
20	Improve the quality of IT systems and support, enabling electronic communication between agencies.	Mark Humble	Map and review the current IT Systems in place across health, social care and other key partners including risks	Undertake a piece of work that maps out the current IT Systems used by the Local Authority and its Partners. This will include any risks to the Authority. Including those risks in relation to double entry e.g. CareFirst V PARIS	Stephen Atkinson/Social Care IT Board	Jan-10	
			Develop an action plan for the delivery of effective and safe electronic communication	Develop an Action plan that implements and actions agreed through the system review	Stephen Atkinson/Social Care IT Board	Jan-10	
			Progress the current mobile working project	Update on mobile working project to be presented to social care board in		On-going	Work currently taking place on the use of mobile technology, among efficiencies gained will be easier access to current IT system. Small pilot taking place within the OT Service

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
			Map and benchmark current IT system/risks against both the National and among comparator Authorities		Stephen Atkinson/Social Care IT Board	TBC	

In addition to the actions above we will be implementing a Quality Management System which addresses a number of the recommendations

	Recommendations	Lead Officer	Outcome (s) to be achieved	Actions	Responsible Officer	Date for Completion	Progress to Date
	Improve Existing Quality Management System knowledge and awareness thus ensuring a more robust system is in place also to ensure a consistent professional standard of work is continuously achieved.	Rose Lamb	Staff are aware and understand the principles and requirements related to a robust Quality Management System	Carry out Quality Awareness Training	Lisa Parkin	Dec-09	Liaise with Adult Services and review existing training and awareness
	Increase independent audits by Quality Auditors within the forthcoming quarterly schedule Oct - Dec 2009. Also to take account of findings from external assessments.	Rose Lamb	Determine areas for improvement in Adults Services QMS	Carry out internal Audit of Management Processes and Four sites	Lisa Parkin	Dec-09	Audits programmed within the Oct - Dec 2009 audit schedule
Compile a gap analysis based on audit findings				Lisa Parkin	Dec-09	Programme to commence w/c 23/11/09	
Any weakness in Adults Services QMS or processes to be rectified			Lisa Parkin	Jan-10			

	Recommendations	Lead Officer	Outcomes) to be Achieved	Actions	Responsible Officer	Date For Completion	Progress to Date
	Benchmark with other service providers example Youth Offending and Children's Services. Use best practise principles and share knowledge across all of the services	Rose Lamb	Develop a QMS across all of Adult Services and to minimise process duplication	Carry out a full review and produce: (1) Gap Analysis, (2) Action Plan, (3) QMS implementation programme as appendix 1	Rose Lamb/Lisa Parkin	Sep-10	
	Extend future audit schedule from Jan 2010 to include implementation process	Lisa Parkin	Continue sampling service performance and to include new QMS/Process auditing	Ongoing monitoring of service and process performance. Raising awareness of Quality System requirements, implementing culture change.	Lisa Parkin	Dec-09	
	Apply for formal certification to British Standard BSEN ISO9001:2008 Quality Management System	Rose Lamb	Assessment and certification via an external independent company Lloyds Register Quality Assured of all processes within Adult Services and on going surveillance visits thereafter	Once initial auditing completed by Dec 2009 meet with service management to discuss the benefits of the certification process	Rose Lamb	Dec-09	