

CARE QUALITY COMMISSION SERVICE INSPECTION 2009 - IMPROVEMENT PLAN

OUTCOME 7 - SAFEGUARDING ADULTS			
1. Recommendation: Continue to improve the quality of safeguarding practice - strengthening protection planning, improving the consistency of recording and the timeliness of partners alerts. (page 11)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Monthly audits of 10% safeguarding cases with regular feedback to teams, monitored by the Safeguarding Working Group	<p>Outcomes expected:</p> <p><i>Minimum 10% of completed cases are audited and improved outcomes for service users are demonstrated in recording.</i></p> <p><i>Recording of risks and management decisions around safeguarding are improved.</i></p> <p><i>Target of minimum 70% of cases are rated as good or better</i></p>	April 2010	Safeguarding Service Manager
Review policies and procedures: particularly the Serious Case Review policy and guidance including monitoring; review local procedures for allocating and supervising work and staff guidance.	<p><i>Review by Policy and Procedure Group completed.</i></p> <p><i>Revised Serious Case Review procedures operational.</i></p> <p><i>Local procedures and known and understood by staff.</i></p>	Jan 2010	Safeguarding Service Manager

<p>Programme of visits by Safeguarding Team to staff teams including external agencies (partners and providers) to increase awareness and increase the proportion of safeguarding alerts and the timeliness of alerts from external partners</p>	<p><i>Increased proportion of alerts from external partners is reported by Mar 2010</i></p> <p><i>Regular quarterly reports to Safeguarding Adults Partnership Board to monitor the number and timeliness of safeguarding alerts</i></p>	<p>Mar 2010</p> <p>Jan 2010</p>	<p>Safeguarding Manager</p>
<p>Continue with the 2009/10 multi-agency programme of safeguarding training. Further develop a targeted training programme for 2010/11.</p>	<p><i>A minimum of 39 level 1 training courses are delivered by the Council in 2009/10</i></p> <p><i>Target of 100% Local Authority social care staff trained</i></p>	<p>Apr 2010</p> <p>September 2010</p>	<p>Workforce Development Manager</p>
<p>Quality assure the safeguarding training that is provided other than through the Council by appointing to a new safeguarding training role.</p>	<p><i>The Safeguarding Training Coordinator to develop and implement a system to Quality Assure training delivered by providers and ensure that minimum standards for training are set and attained</i></p> <p><i>Quality and consistency of partner training is improved measured by agreed standards.</i></p>	<p>Mar 2010</p>	<p>Workforce Development Manager</p>
<p>2. Develop and embed quality assurance processes across the partnership ensuring that partners are held to account. (page 11)</p>			
<p>Key Activities</p>	<p><i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)</p>	<p>Timescales</p>	<p>Lead Officer</p>
<p>Agree the format and frequency of Quality Reports across the partnership to the Safeguarding Partnership Board</p>	<p><i>Quality Reports are reported to the Safeguarding Adults Partnership Board</i></p>	<p>Jun 2010</p>	<p>Safeguarding Service Manager</p>

3. Ensure that people who use services and family carers actively and directly shape the work and outcomes of the Safeguarding Board. (page 11)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Explore Board representation via the Reading LINKs, voluntary organisations including advocacy groups and local partnership boards, drawing on national best practice.	<i>Board membership established that properly reflects local communities, service users and carers.</i>	April 2010	Director of Housing & Community Care
Safeguarding consultation is included in the work programme of the Community Care Consultation & Engagement Officer	<i>New Consultation & Engagement Officer publicises the work of the board and invites feedback</i>	Starting Nov 2009 to June 2010	Strategy Manager
4. Ensure that IT systems identify and highlight safeguarding cases. (page 11)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Investigate the possibility of implementing a local flag on the social care record computer system.	<i>Alerts recorded under "client risks" in the social care record computer system.</i>	April 2010	Head of Adult Care
OUTCOME 4 - INCREASED CHOICE AND CONTROL			
5. Ensure that public information about services and support is better coordinated and disseminated so that the public are better informed. (page 14)			

Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
<p>Review the Adult Social Care Communications Plan in partnership with service users and carers and establish a Readers Panel to quality assure all new/revised communications materials.</p> <p>Agree a distribution plan for public information with the Readers Panel, and develop systems to monitor effectiveness of distribution and access to information to ensure that information is reaching end users.</p>	<p><i>A Readers Panel is established representing all sections of the community and all social care user groups, including carers.</i></p> <p><i>Information is consistently available in public buildings and health buildings in the Borough as well as on the Council website and regular checks are made that information is available, updated and effectively displayed.</i></p>	<p>Mar 2010</p> <p>Mar 2010</p>	<p>Consultation & Engagement Officer</p> <p>Head of Corporate M&PR/Strategy</p>
<p>Work in collaboration with the Reading Older People’s Partnership and other local organisations to develop an electronic resource directory of local services for older people.</p> <p>The first stage will be the consolidation of existing information held by different services within the Council</p>	<p>Specification of directory is underway. Older People’s Partnership Board involvement initiated.</p> <p><i>Phase 1 - Trusted and relevant information is available in one place, web based and accessible by staff across the Council.</i></p> <p><i>Phase 2 - An online resource directory is available via the Council website to the public and external agencies</i></p>	<p>Jan 2010</p> <p>Jul 2010</p>	<p>Project Manager - Adult Social Care Contact Centre</p>

6. Ensure that the Referral and Assessment service is able to provide timely, effective, efficient and high quality first response information and advice. (page 14)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
<p>Develop a single contact point for Adult Social Care with the Council's call centre to ensure a joined up and effective response to customers.</p> <p>Analyse data on call waiting times/dropped calls. Set service standards and targets for improving responsiveness.</p> <p>Work with service users and carers to quality assure the current service and inform future service development.</p>	<p><i>Single contact number operational.</i></p> <p><i>Single point of access providing comprehensive and consistent information and advice is operational for older people/people with a physical disability and people with a learning disability, using the resource directory as above. Provides a prompt and effective response to enquiries</i></p> <p><i>Reviewed processes and customer experience, and investigated best practice models of operation.</i></p> <p><i>Analysis of call information is completed informing future resources required and sets revised service standards.</i></p> <p><i>Call monitoring by supervisors and outcome monitoring on customer satisfaction.</i></p>	<p>March 2010</p> <p>March 2010</p>	<p>Project Manager - Adult Social Care Contact Centre</p>
<p>Strengthen the training for advisory officers to ensure greater consistency in assessing referrals, a person centred approach and good customer care.</p>	<p><i>Consistency and elimination of duplication and handoffs of callers to others.</i></p> <p><i>Efficient and customer focussed service evidenced through measured customer</i></p>	<p>Feb 2010</p> <p>Jan 2010</p>	<p>Project Manager - Adult Social Care Contact Centre</p>

	<i>satisfaction</i>		
7. Continue to work in collaboration with family carers to better understand their support needs and respond to these as appropriate, paying particular attention to emergency respite provision. (page 16)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Promote take-up of Direct Payments from Carers Special Grant to increase carers' options for funding individually tailored solutions to alleviate the strain of caring including traditional respite provision.	<i>Re-branded Flexible Respite Direct Payments as "Carers Breaks & Opportunities Fund" and completed an initial campaign to raise awareness.</i>	Dec 2009	Strategy Manager
Conduct a consultation on carers' priorities (including emergency respite provision) in collaboration with the NHS Berkshire West to inform future commissioning	<i>Local carer feedback on support needs is analysed and informs the development of a carers' local action plan</i>	Dec 2009	Strategy Officer
Host a series of activities to mark Carers' Rights Day and use these to feedback on and validate consultation findings on carers' priorities.	<i>Aim to reach at least 200 carers through Carers Rights Day activities</i>	Dec 2009	Strategy Manager
Diversify the access routes for carers to Reading Borough Council and offer more choice of access route.	<i>An increase in self referrals and/or referrals from partners. Carers can apply for support through partner organisations.</i>	Dec 2009	Strategy Manager
Review take up and effectiveness of the Self /supported assessment for carers to access Direct Payments	<i>Increased carer access to and take up of assessments, Direct Payments and support as measured by National Performance</i>	Jun 2010	Project Manager- Self Directed

	<i>indicators.</i>		Support
<p>Develop a Reading Carers' Action Plan in partnership with carers, statutory and voluntary sector partners (all represented on the Reading Carers Steering Group)</p> <p>Worked with the West of Berkshire Carers Commissioning Group (RBC, West Berks LA, Wokingham LA & NHS Berkshire West PCT) on joint commissioning of carer services from 10-11</p>	<p><i>Consultation with local carers and Consultation Report published identifying the priorities chosen by carers and all stakeholders and commissioning intentions reflect this joint approach</i></p>	Jan 2010	Strategy Officer
<p>Develop staff training on carer awareness and assessment to include meetings with local 3rd sector carer services as a formal part of social work /frontline staff induction.</p> <p>Embed a process of systematically reviewing carers' experience of the assessment process.</p>	<p><i>Staff have greater awareness of carers needs, evidenced through training attendance and assessment/support planning plus feedback</i></p>	<p>Mar 2010</p> <p>Mar 2010</p>	<p>Strategy Manager and Workforce Development Manager</p> <p>Strategy Manager/Performance Manager</p>
<p>8. Develop mechanisms that evidence the experience and outcomes of those people signposted to non-care managed support or those who chose to self-fund. (page 17)</p>			
Key Activities	<p><i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)</p>	Timescales	Lead Officer
<p>Process to capture the experiences and outcomes of people signposted is developed with service users/carers (to include those</p>	<p><i>Consultation and testing out new process with service users and carers ongoing until set up a then review.</i></p>	Mar 2010	Transforming Community Care Programme

who fund their own care).	<i>Transforming Services User forum established</i>	Nov 2009	Manager
Sample audit of people who have used the service to gather feedback and outcomes following signposting	<i>Sample to capture benchmarking data to inform improvements needed in call response .</i>	Mar 2010	Project Manager- Adult Social Care Contact Centre
Ensure that 3 rd sector organisations funded by RBC systematically record and capture outcomes and act upon service user feedback, in a proportionate manner.	<i>Have reviewed SLAs for Community Care funded voluntary & community groups to ensure they have mechanisms in place to capture service user outcomes and feedback.</i>	Mar 2010	Service Manager- Contracts & Commissioning
	<i>Review on user feedback completed and informs further work needed on signposting and self funders.</i>	Dec 2010	Consultation & Engagement Officer
Explore ways of collating feedback on, and outcomes from, external agency support gathered through care management reviews	<i>Raised awareness of channels with care managers and collation of feedback via review process.</i>	Nov 2010	Head of Adult Care
DOMAIN - LEADERSHIP			
9. Ensure that senior managers and councillors continue to clarify the vision articulating this effectively to partners. (page18)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer

<p>Consult with service users and carers on the articulation of a vision for adult social care in Reading.</p> <p>Publish a clear vision statement articulating Transforming implementation plans and a localised Putting People First agenda.</p> <p>Presentation to a range of partnerships, fora and service user/carer groups</p>	<p>Progress: Work is underway to re-articulate vision for service transformation in Reading and high level plan and priorities to be shared with all key partners.</p> <p><i>Vision statement published</i></p> <p><i>Consolidated and raised awareness and understanding of the vision</i></p>	<p>Starting Nov 09 to Feb 2010</p> <p>Mar 2010</p> <p>Apr 2010 onwards</p>	<p>Transforming Community Care Programme Manager/Head of Strategy & Performance</p>
<p>Transformation Communications plan updated including production of a regular newsletter and briefings to external partners and stakeholders.</p>	<p><i>Improved communication and briefings on vision and strategic direction of the transformation programme means that partners and stakeholders feel they are better informed.</i></p>	<p>Dec 2009</p>	<p>Transforming Community Care Programme Manager</p>
<p>Transformation programme structure reviewed to ensure effective stakeholder and service user/carer involvement</p>	<p><i>Involvement in Programme and Membership of Transforming Community Care Improvement Board widened to ensure a partnership approach to shaping the future of local social care. .</i></p>	<p>Dec 2009</p>	<p>Transforming Community Care Programme Manager</p>

10. Ensure that older people are given real opportunities for early involvement in the planning and development of services. (page 19)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Develop service user/carer engagement in the Reading Older People's Partnership to oversee the development & implementation of a Reading Older People's Strategy	<i>A Communications Plan for the Partnership is developed</i>	Nov 2009	Communications Manager
	<i>Established a range of mechanisms for engaging older people and carers to inform the Partnership, and establish clear links between the Partnership and a wide range of existing older people's forums.</i>	Feb 2010	Strategy Manager
	<i>Published an 'Issues and Options' paper to engage older people and carers in identifying service priorities</i>	Apr 2010	Strategy Manager
Develop a participation strategy across Adult Social Care, particularly focusing on the implementation of Self Directed Support and personalisation, which results in evidenced influence on service developments and improvements.	<i>Recruited a Consultation & Engagement Officer whose work programme includes establishing a database of service users and carers to be involved in service development issues.</i>	Dec 2009	Consultation & Engagement Officer
	<i>Developed a corporate Reward & Recognition Policy to remove financial barriers to engagement which may be faced by some service users and carers.</i>	Jul 2010	Consultation & Engagement Officer

11. Develop detailed workforce planning in response to the transformation agenda and safeguarding adults agenda, including addressing new and emerging workforce issues. (page 19)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Develop West of Berkshire Safeguarding Adults Partnership Board Workforce Development Strategy	<p>Progress: Scoping exercise commenced August 2009 by Safeguarding Adults Programme Board Training Group</p> <p><i>Shared Partnership database on safeguarding training developed (to include West Berkshire Council, Wokingham Council, Berkshire West PCT, Berkshire healthcare Foundation Trust and the Royal Berkshire Foundation Trust . Will enable identification of further training needs to develop the workforce.</i></p>	<p>March 2010 completion</p> <p>April 2010</p>	<p>Safeguarding Manager/Workforce Development Manager</p> <p>Safeguarding Manager</p>
Recruit an additional workforce development officer (Safeguarding and Personalisation agenda)	<i>The role develops training provision, quality assurance of safeguarding training in the private, voluntary & independent sectors and identifies training and development needs to support the Transformation agenda and inform the Safeguarding Adults Programme Board workforce development strategy.</i>	Jan 2010	Workforce Development Manager
Revise the Workforce Development Strategy to support delivery of the Transformation Programme for the adult social care	<i>Workforce Strategy includes skills gap analysis, identifies training needs and</i>	October 2009-March 2010	Workforce Development Manager and

workforce cross sector.	<p><i>workforce remodeling required to achieve service transformation and supports more joint and integrated working between social care, health and other sectors</i></p> <p><i>Key links with work on the Quality and Monitoring of providers established and work with providers that are 'poorly performing' to improve standards.</i></p>		Transforming Community Care Programme Manager
12. Strengthen and embed a performance management culture in specialist joint health and social care teams. (page 20)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
<p>Refresh the approach to the use of performance standards and targets set and monitored at individual, team and service level.</p> <p>Performance workshops with teams - focusing on data quality and understanding performance.</p>	<p><i>National and local performance targets agreed and understood by team members. Teams understand their performance and what needs to be done to improve.</i></p>	Dec 2009	Head of Adult Care
DOMAIN - COMMISSIONING AND USE OF RESOURCES			
13. Engage independent and voluntary sector partners, where appropriate, more actively and openly in commissioning arrangements. (page 21)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer

Establish a 3 rd sector Forum to run alongside Residential and Nursing Care Provider Forum, Domiciliary Care Provider Forum, and the Supported Living Forum.	<i>3rd sector have regular and active dialogue with commissioners in relation to the Market Development Strategy for Putting People First and Transformation and are supported to be better prepared for change</i>	Dec 2009	Service Manager - Commissioning & Client Support
14. Ensure that older people can actively inform strategic commissioning. (page 21)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
See activities under section 10 above			
15. Ensure that commissioning plans are sufficiently detailed, identifying how the vision will be implemented and how a robust joint action plan to support commissioning will be developed. (page 21)			
Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Development of a new Older People's Strategy to be overseen by the Reading Older People's Partnership Board	<i>Launched draft for consultation by Mar 2010</i>	Apr 2010	Strategy Manager
Development of a detailed Older People's Joint Commissioning Plan with the PCT (Berkshire West NHS)	Draft issued for consultation.	Sept 2010	Service Manager - Commissioning & Client Support
16. Deepen understanding of the increasingly diverse and changing needs of older people living in Reading to support commissioning priorities. (page 21)			

Key Activities	<i>Outcomes Expected (italic text)</i> Progress/ Outcomes Achieved (normal text)	Timescales	Lead Officer
Undertake consultation and qualitative analysis with community groups	<i>Ensured that all sections of the community are represented/involved in producing the new strategy for older people</i>	Jul 2010	Strategy Manager
Identify if there is a need for further research	<i>Identify information gaps and have action plan to address these.</i>	Jul 2010	Strategy Manager
Work with the South East regions on market intelligence for demand and supply of services	<i>Best practice tools for market intelligence are researched. These then inform market development strategies</i>	Date not yet set - requires scoping by the Dept of Health.	Service Manager - Commissioning & Client support