



DIRECTORATE OF SOCIAL CARE AND STRATEGIC HOUSING

JOINT REVIEW

PROPOSED ACTION PLAN 2003

JOINT REVIEW ACTION PLAN: CONTEXT

The Joint Review of Herefordshire Social Care took place in the Autumn of 2002. The Review was carried out by a joint team from the Social Services Inspectorate and the Audit Commission. It was extensive, covering all areas of activity, including the integrated services and the Primary Care Trust. The Review focussed on the direct experience of service users and carers, on the assessment and care management arrangements, on the design and shaping of services, and on the use of resources in achieving best value for the residents of Herefordshire.

At the end of the fieldwork inspection process, the Review Inspectors produced a detailed report. This acknowledged service strengths, and identified areas for improvement. From the 'Priorities for Action' section of this report, Herefordshire have developed an Action Plan, which develops those actions that can be achieved in the short-term for performance assessment.

The actions detailed in this plan have been cross-referenced with the Delivery Plan 2003/04 for the Directorate and the priorities agreed therein, as well as National Standards, and the Social Services Inspectorate document 'Standards and Criteria'.

The priorities for action that we have identified include:

- Developing home support – older people
- Improving assessment practice and quality – adults and children
- Improving resources for children with disabilities
- Improve records management and data quality
- Ensuring the integrated services have the right pooled budget
- 'Getting the best from the money'
- Manage risk well
- Having an organisation and culture which focuses on supporting best practice...and 'doing what we say we are going to do'

Alongside these priorities, there are clear challenges that we face, however. These include:

- Keeping vulnerable people and services safe
- Capacity to develop new services for older people
- Help reducing hospital discharge delays
- Keeping partnerships real and healthy
- Having capital for supported and affordable housing

The following Action Plan is guided by the priorities and faces these challenges. It gives more detail on the actions to be taken and the outcomes expected from these actions. It also clarifies the lead officer that is taking responsibility for it, the timescale within which the action should be completed, and the resource implications that it has. Progress against the Action Plan will be monitored throughout the year, and formally reviewed within a year of publication.

Sue Fiennes
Director of Social Care and Strategic Housing

October 2003

Making sure people can understand what they can expect:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
ACCESS TO SERVICES	<ul style="list-style-type: none"> The Council is engaged in a wide-scale Service Improvement Project. This is examining customer service and how the citizens of Herefordshire access services. The work includes ensuring that there is integration with the one-stop shops. 	Sue Alexander	April 2004	Within existing resources	<ul style="list-style-type: none"> A clear route for the citizens of Herefordshire in making contact with Council services (including Social Care). <p>Reports on Progress to Chief Executive's management team</p>
	<ul style="list-style-type: none"> In the Service Improvement Project workplan, the second tranche of individual services to be examined includes services to Older People. This will involve applying Business Process Re-engineering to the processes of Screening, Assessment, generating a Care Plan, and Review. It will particularly focus on the access channels available to the public, specifically the duty system. 	Sue Alexander / Stephanie Canham	Business Process Re-engineering: Jan – March 2004; Service Delivery: April – June 2004	Within existing resources	<ul style="list-style-type: none"> Simpler access and more efficient service delivery <p>Reference Autumn DIS 3501 – 3506</p> <p>PAF E49/E50/D40/D39</p>
	<ul style="list-style-type: none"> Public Information leaflets will be provided detailing the Children's Services and Adult Services Eligibility Criteria. These will be made available to the public at the Council access points, as well as at the premises of our partners. 	Sue Alexander	October 2003	Within existing resources	<ul style="list-style-type: none"> Clear and transparent for service users, carers and staff. <p>Leaflets produced</p>

	<ul style="list-style-type: none"> Information Leaflets are at all access points 	Sue Alexander	Already achieved	Within existing resources	<ul style="list-style-type: none"> Service users know how to comment or complain. <p>Achieved</p>
	<ul style="list-style-type: none"> Leaflets on complaints, compliments and comments will be given to users and carers at reviews. 	Stephanie Canham / Henry Lewis	October 2003	Within existing resources	<ul style="list-style-type: none"> Service users know how to comment or complain <p>Changes in monitoring information</p>
SERVICE THRESHOLDS / ELIGIBILITY CRITERIA	<ul style="list-style-type: none"> An inter-agency group on Service Thresholds for Children and Families designed a comprehensive 3-band model, which gives clear descriptors of the nature of need, which will result in a service being provided by Social Care. It also details the processes which will be followed by other agencies for children and families which do not meet these thresholds. This process has been 'owned' by all of the agencies involved and the Child Concern model will be ratified and then training arranged before the launch. 	Henry Lewis	<p>ACPC October 2003</p> <p>Cabinet / PEC and other boards ratification December 2003</p> <p>Planned Launch April 2004</p>	Within existing resources	<ul style="list-style-type: none"> Children and families, which do not come within the child protection procedures, are nevertheless adequately discussed, and that appropriate responses are made to meet their needs. <p>Herefordshire child concern model is accepted by all agencies and ensures appropriate safe responses to children and families, including information sharing.</p> <p>Reference Objectives 1 and 2 as monitored in DIS Reference 1103 – 1112, PAF A1, D35, B7, C22, C23, QPi, 1111, and DIS 1202 – 1208, PAF A3, C21, C20, QPii</p>
	<ul style="list-style-type: none"> A 'Fair Access to Care Services' Policy has been agreed. Awareness and training sessions have been held for the Adult Services staff groups and the policy has now been implemented. An audit of its operational effectiveness will be carried out in November 2003. 	Stephanie Canham	November 2003	Within existing resources	<ul style="list-style-type: none"> That the eligibility criteria for Adult Services are clear to service users, carers, the public, staff and our partners. That these criteria are applied consistently and equitably across the service, including risk assessment. <p>Report on operational effectiveness to DMT</p>

Improve the Standard and Consistency of Assessment Care Planning and Reviewing:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
ASSESSMENT & CARE PLANNING	<ul style="list-style-type: none"> Children's Services are commissioning an independent audit of the quality of their assessments of need. Relevant training will be commissioned to address any needs identified. 	Henry Lewis	Audit: September 2003 – January 2004; Training January – April 2004	Within existing resources	<ul style="list-style-type: none"> To ensure assessments of children in need and their families is of a high and consistent quality Audit will report to DMT Also see page 4 re DIS/PAF references.
	<ul style="list-style-type: none"> Children's Services are revising standardised models and approaches to assessment. using research. This will be linked to the quality audit outcomes. 	Henry Lewis	December 2003; Training as required January – March 2004	Within existing resources	<ul style="list-style-type: none"> A more standardised approach to assessments. Evidence suggests that this creates greater clarity for parents, in turn resulting in a stronger engagement and partnership. Audit will report to DMT Objective 7 DIS reference 1702 – 1706, Qpiii(7.1), Qpiv(7.2), Qpv,(7.3) Qpv. (7.4)
	<ul style="list-style-type: none"> New Senior Practitioner posts within Older People/Physically Disabilities Locality Teams and Department of Mental Health Older People (DMHOP) have been agreed as being additional posts, enabling an increased focus on best practice including risk assessment programme. 	Stephanie Canham	Already achieved	£100,000 allocated to 2003/04 budget from Access and Systems Grant.	<ul style="list-style-type: none"> Enhanced staff supervision and strengthened audit and quality assurance function. Supervision monitoring in place to assess effectiveness

	<ul style="list-style-type: none"> ▪ A Practice Support Programme has begun to improve assessment; Care Planning; Review; and Case Recording. Whilst this work is across Social Care, the particular focus will be on the Older People/Physical Disability Service. Quality monitored through senior practitioner role including file audits. The Practice Support Programme will monitor and develop the quantity and quality of Care Plans drawn up; Reviews carried out; and Case Recording done, ensuring that an Outcome Focus is maintained in each area. 	Stephanie Canham	Completed by March 2004	Within existing resources	<ul style="list-style-type: none"> • Consistent outcome based assessment. <p>DIS Reference 2160 – 2164, PAF D39, D40.</p>
	<ul style="list-style-type: none"> ▪ Administrative staff roles are being re-examined to provide customer care/practice support to social work teams. They will become an integral part of the teams, including the transfer of budgets. 	Sue Alexander	December 2003	Within existing resources	<ul style="list-style-type: none"> • A stronger support base for social work practice. <p>Report on implementation to DMT</p>
WORKLOAD PRESSURES PEOPLE WITH HEARING IMPAIRMENT	<ul style="list-style-type: none"> • Assess the workload pressures in the services for people with hearing impairment. 	Stephanie Canham	March 2004	Within existing resources	<ul style="list-style-type: none"> • A baseline for service capacity review. <p>Supervision Monitoring</p>

REDUCING DELAYED DISCHARGES FROM HOSPITAL	<ul style="list-style-type: none"> A Team of Older People's Service social workers is now based at the County Hospital, co-located with NHS discharge colleagues. 	Stephanie Canham	Already achieved	£75,000	<ul style="list-style-type: none"> Referral and assessment processes are carried out in a timely manner. <p>DIS Reference 2198/2199/2120/2121 SITREPS</p>
	<ul style="list-style-type: none"> Review effectiveness of new arrangements with NHS colleagues 	Stephanie Canham	December 2004		<ul style="list-style-type: none"> Referral and assessment processes are carried out in a timely manner <p>DIS Reference 2129/30/31 PAF D41</p>
	<ul style="list-style-type: none"> A multi-agency reimbursement group working to the capacity planning group will examine in detail reasons for delays and propose use of the grant. Work with colleagues on the Joint Action plan for Improvement, developed with the National Change Agent team, following their advice visit to Herefordshire. 	Stephanie Canham Stephanie Canham and Capacity Planning Group	Established	Reimbursement Grant £172,000 Resources to be determined	<ul style="list-style-type: none"> Minimise the causes of delayed transfers of care and minimise the financial impact on the Council. <p>See above SITREPS</p> <p>Improved systems and practice</p> <p>Progress on Action Plan monitored by Capacity Planning group</p>
TRANSITIONS FROM CHILDREN'S TO ADULT SERVICES	<ul style="list-style-type: none"> A new transitions policy is to be ratified and implemented. This policy to then be rolled out to all operational teams. 	Henry Lewis	February 2004	Within existing resources	<ul style="list-style-type: none"> A clearer and smoother transition for those service users moving from Children's Services to Adult Services support. <p>DIS reference 1603 – Objective 6</p>

<p>SERVICES TO CARERS</p>	<ul style="list-style-type: none"> ▪ The practice support programme will include continued focus on carers' needs and the identification and implementation of data recording requirements 	<p>Stephanie Canham</p>	<p>December 2003</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • Carers' assessments are identified and recorded correctly. <p>PAF D42</p>
<p>BLACK AND MINORITY ETHNIC ISSUES</p>	<ul style="list-style-type: none"> ▪ To undertake research into minority ethnic residents within Herefordshire. The Council is in negotiation with a research agency. 	<p>Alan Blundell</p>	<p>March 2004</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • An understanding of the spread of minority ethnic residents in Herefordshire. <p>PAF E47/E48</p>
	<ul style="list-style-type: none"> ▪ ACPC members have received training in diversity issues. 	<p>Henry Lewis</p>	<p>Already achieved</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • A greater awareness of diversity issues for ACPC members. <p>ACPC Annual Report</p>
	<ul style="list-style-type: none"> ▪ To develop Quality Assurance methods that ensure that Care Planning is culturally sensitive. 	<p>Henry Lewis Stephanie Canham</p>	<p>March 2004</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • Culturally sensitive Care Planning <p>PAF E47/E48</p>

Supporting People to Maintain Independence, Participate in the Life of the Community and Enjoy a Better Quality of Life:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
PROVISION IN PHYSICAL DISABILITY SERVICES	<ul style="list-style-type: none"> Progress the Best Value Review by identifying a lead officer and review team. 	Stephanie Canham	December 2004	Funding for Best Value review lead officer	<ul style="list-style-type: none"> Service developed based on a Best Value Review. DIS reference 2316/2317 Scrutiny Committee
FAMILY SUPPORT STRATEGY	<ul style="list-style-type: none"> Produce a family support strategy with partner agencies via existing Joint Agency Childrens Partnerships. 	Henry Lewis	December 2003	Within existing resources	<ul style="list-style-type: none"> Clarity on the gaps in service across the spectrum of need and make plans to respond. Agreed Strategy Via Herefordshire Childrens Partnership
YOUNG PEOPLE IN CUSTODY	<ul style="list-style-type: none"> Agree action with relevant agencies to reduce the high numbers of young people in custody. 	Henry Lewis	December 2003	Within existing resources	<ul style="list-style-type: none"> Reduce the use of custody as a response to youth offending. Chief Officers Youth Offending Service Group Report
OLDER PEOPLE'S SERVICE DEVELOPMENT & BUDGET	<ul style="list-style-type: none"> The development plans for the seven council residential homes are progressing (see Outcomes boxes). 	Stephanie Canham	Project plan proceeding to timetable to open November 2003	Capital and revenue resources allocated	<ul style="list-style-type: none"> One of the establishments is being converted to an Intermediate Care facility. This will reduce delayed discharges. The service will be available from November 2003.
			Project plan being developed	To be agreed	<ul style="list-style-type: none"> A second will be converted into a resource centre for Older People with mental health needs. Currently in a design, cost analysis stage.

			Cabinet Report November 2003	Within existing financial envelope	<ul style="list-style-type: none"> The plan for the remaining five is that they are run by a 'not-for-profit' organisation, under a partnership arrangement, resulting in best value being achieved in the placement and care of older people and the development of future services. Costed plans are currently being negotiated with the preferred provider. <p>Service development DIS reference 2004</p>
	<ul style="list-style-type: none"> The recommendations of the Best Value Review on the Home Care Service are being implemented. This entails the Council developing and retaining a Reablement Home Support Service. Private or Voluntary Sector providers will be sought to supply 'maintenance' type home care services across the county. 	Stephanie Canham	Pilot project started; roll out during 2004	<p>Business case being developed for 2004 budget. During 2003/04 performance fund assisting service redesign</p>	<ul style="list-style-type: none"> An enhanced reablement home support service will provide the right service, at the right time, in the right place, for older people. It will also appropriately divert older people from hospital or residential care, allowing them to retain their independence. The amount of intensive home care provided is expected to rise significantly. Contracting with a private or voluntary sector home care provider will allow the Directorate to move to new purchasing arrangements aimed at providing stability in the market. This will enable the achievement of best value; the provision of services in geographical areas which have traditionally been difficult to cover; and the development and monitoring of quality standards across the sector. <p>PAFS B11, C28, C29, C30, C31, C32.</p>

	<ul style="list-style-type: none"> Following significant budget pressures on the Older People's Service in 2002/03, the Council allocated additional resources to the 2003/04 social care budget of £1.3 million, with £300,000 specifically earmarked to assist with delayed discharges. The extra money comes on top of £100,000 funding agreed by the Primary Care Trust, and £530,000 to be accessed from the new 'Access and Systems Grant'. 	Stephanie Canham	Agreement with PCT June 2003	Additional budget allocation as indicated	<ul style="list-style-type: none"> These additional finances will assist in developing increased provision of services, placements and intensive home support, for older people, and a balanced budget for 2003/04. <p>PAFS as above</p>
CHILDREN WITH DISABILITIES	<ul style="list-style-type: none"> The Council and the PCT have agreed a direction in developing an integrated service. 	Henry Lewis	June – Oct 2003 Action Plan	Partnership Fund allocation	<ul style="list-style-type: none"> Agreed way of joint working with PCT. Seamless service to users and carers. <p>Objective 6, DIS reference 1603</p>
DAY OPPORTUNITIES FOR PEOPLE WITH LEARNING DISABILITIES	<ul style="list-style-type: none"> Complete changes to the day opportunity services for people with a learning disability by agreeing changes with the Steering group at Widemarsh. 	Stephanie Canham	December 2004	Within existing resources and European / DWP funding	<ul style="list-style-type: none"> Increase employment training and education opportunities. <p>Agreed Services Change Report to Learning Disabilities Board</p>
DIRECT PAYMENTS	<ul style="list-style-type: none"> Successful application for DOH grant with Herefordshire Centre for Independent Living to support change in care management practice to increase take-up of direct payments for eligible groups. 	Stephanie Canham Herefordshire Centre for Independent Living	September 2004 / 2005	£100,000	<ul style="list-style-type: none"> Increase in take-up of direct payments by eligible groups. <p>DIS Reference 3328 - 3336</p>

<p>OUT-OF-HOURS SERVICES FOR VULNERABLE PEOPLE</p>	<ul style="list-style-type: none"> Replace current EDT arrangements and begin the development of a range of out-of-hours services to support vulnerable people at evenings and weekends. 	<p>Stephanie Canham Henry Lewis Mike Thomas</p>	<p>March 2004</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> Improved service delivery to vulnerable children and adults in Herefordshire. <p>DIS Reference 3501 - 3506</p>
<p>TO CONSOLIDATE THE PROGRESS MADE IN INTEGRATING THE MENTAL HEALTH SERVICES AND LEARNING DISABILITY SERVICES.</p>	<ul style="list-style-type: none"> Agreement to be reached with the PCT on realistic and sustainable contributions to the pooled budget. 	<p>Stephanie Canham</p>	<p>October 2003</p>	<p>To be agreed</p>	<ul style="list-style-type: none"> A manageable budget contribution is established to ensure appropriate care arrangements are in place. <p>Agreement By Partnership Board</p>
	<ul style="list-style-type: none"> Additional Social Work post for Department of Mental Health Older People (DMHOP). 	<p>Stephanie Canham</p>	<p>October 2003</p>	<p>£20,000</p>	<ul style="list-style-type: none"> Improved assessment response and service development. <p>Completed</p>
	<ul style="list-style-type: none"> Agreement on changes in the management arrangements to ensure social care emphasis. 	<p>Stephanie Canham</p>	<p>March 2004</p>	<p>£20,000 Access and Systems Grant</p>	<ul style="list-style-type: none"> Appropriate social care professional leadership is maintained. <p>Agreement By Partnership Board</p>
	<ul style="list-style-type: none"> Ensure Management Boards are working effectively. 	<p>Stephanie Canham / Trish Jay (PCT)</p>	<p>Ongoing</p>	<p>Within pooled budgets</p>	<ul style="list-style-type: none"> Tackling difficult issues and developing integration further. <p>Agreement By Partnership Board</p>
	<ul style="list-style-type: none"> A review of the roles of posts held within the Community Team (Learning Disability). The process of integration will deepen by ensuring that the right skills mix exists within the Community Team. 	<p>Stephanie Canham</p>	<p>Review completed September 2003</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> Improved service response. <p>Service Monitoring</p>

	<ul style="list-style-type: none"> ▪ The creation of holistic, multi-skilled assessment process. (Learning Disability) 	Stephanie Canham	September 2003	Within existing resources	<ul style="list-style-type: none"> • Assessments carried out by the most appropriate person, resulting in the best use of resources, more satisfactory outcomes for service users, and the prevention of duplication. <p>Service Monitoring</p>
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<p>SUPPORTED HOUSING</p>	<p>Through a partnership approach, the Council has delivered and implemented a comprehensive Supporting People Strategy, rated as 'good' by the ODPM. This includes:</p> <ul style="list-style-type: none"> • The start of a detailed review programme of all supported housing • Excellent ICT and business infrastructure • A planned and costed revenue development programme, fully integrated with the Council's housing capital development programme <p>In 2003/4 this will deliver the following new services:</p> <ul style="list-style-type: none"> • 21 units of intensively supported temporary housing for homeless people • 6 units of transitional housing for people with serious and enduring mental illness • 5+ units of shared ownership housing for people with learning disabilities • 6+ units of supported housing for people recovering from alcohol misuse • 8 units of transitional housing for women and their children escaping domestic violence. 	<p>Richard Gabb</p>	<p>Ongoing</p>	<p>Within the existing Supporting People budget</p>	<ul style="list-style-type: none"> • An effective, diverse and sustainable supported housing sector that integrates meeting the needs of vulnerable individuals with furthering the Council's wider strategic objectives in health, housing and social care. • Effective services to meet specific housing and support needs. <p>Home Improvement – DIS Reference 2192 – 2194</p> <p>Supporting People Inspection</p> <p>DIS Reference 2181/2182</p> <p>Supporting People Commissioning Body Reports</p>
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	In 2004/5 this will deliver approximately 80 units of extra care housing.	Richard Gabb	Ongoing	DoH bid Budget Business case for 2004/5 capital funds	
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Improve Longer-Term Planning and Commissioning Arrangements:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
SERVICE USER AND CARER INVOLVEMENT	<ul style="list-style-type: none"> 'Voices' user group for Looked After Children has been established. 	Henry Lewis	Already achieved	Within 2003/04 budget	<ul style="list-style-type: none"> Improved feedback and challenge from service users. Objective 8 – DIS Reference 1803
	<ul style="list-style-type: none"> The Service Improvement Reference Group is established. 	Sue Alexander	Ongoing	£1400 per annum	<ul style="list-style-type: none"> A credible voice from service users, carers and staff. Reports to DMT from group
OLDER PEOPLE'S SERVICE BUSINESS CASE	<ul style="list-style-type: none"> An outline Business Case for the Older People's Service was placed before Cabinet on 19th June 2003. 	Stephanie Canham	Full Business Case to Cabinet October 2003	To be determined	<ul style="list-style-type: none"> A changed, improved and strengthened service to be provided to older people and their carers. PAF C26,C28, C32, B11

COMMISSIONING / PURCHASING	<ul style="list-style-type: none"> Roll out of Home Care Best Value review. A pilot project based on a locality will test the refocus of in-house homecare to reablement. 	Stephanie Canham	August 2003	Performance fund £200,000	<ul style="list-style-type: none"> New commissioning/contracting arrangements to improve service responses. <p>Refer Page 10</p>
	<ul style="list-style-type: none"> Negotiated changes in contractual arrangements with care homes to move towards dependency based fee rates and volume purchasing of services. 	Stephanie Canham	March 2004	To be determined	<ul style="list-style-type: none"> Sufficient capacity of appropriate care home placements. <p>Care Home Forum Papers</p>
	<ul style="list-style-type: none"> The Health and Care Executive will focus on joint commissioning strategies. 	Stephanie Canham / Henry Lewis	March 2005	Within existing resources	<ul style="list-style-type: none"> More strategic and effective commissioning. <p>Health & Care Executive Report</p>
	<ul style="list-style-type: none"> A joint commissioning approach for children with complex needs has been agreed 	Henry Lewis	Joint purchasing for individuals September 2003; Joint commissioning March 2004	Within existing resources	<ul style="list-style-type: none"> Improved service arrangements. <p>Joint Agency Meeting Outcomes</p>

<p>KNOWLEDGE OF UNMET NEED</p>	<ul style="list-style-type: none"> ▪ A Modernisation Group has been formed to ensure that gains are made in the capturing and use made of information gathered. Whilst a replacement for CLIX (Client Index System) will aid this process, other developments can be used to improve performance. These include FACS and the development of a Single Assessment Process. Better quality, needs led assessments within the parameters set by these developments will enable there to be evidence based descriptions of unmet need. 	<p>Sue Alexander</p>	<p>March 2004</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • Refocusing and redesign of services in order to better meet needs identified. <p>Data Quality Reports</p>
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Embed Good Practice within a Comprehensive Performance Management Framework:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
ADULTS' SERVICES MANAGERS	<ul style="list-style-type: none"> Recruit senior practitioners as additional posts. 	Stephanie Canham	Already achieved	DOH Grant and existing resources	<ul style="list-style-type: none"> Sufficient managerial capacity. Refer to page 5
MANAGEMENT INFORMATION SYSTEM	<ul style="list-style-type: none"> Redesign of existing system. 	Sue Alexander	October 2003	To be determined	<ul style="list-style-type: none"> To monitor and analyse performance more accurately. File Audit reports to DMT
USER AND CARER INVOLVEMENT	<ul style="list-style-type: none"> Continue the Service Improvement Reference Group to ensure that users and carers are systematically asked for their views about current services and future Continue the joint programme with the PCT on involvement. 	Henry Lewis Stephanie Canham Julie Thornby PCT	Ongoing	Within existing resources	<ul style="list-style-type: none"> Capturing user and carer views to inform service delivery DIS reference 1803/2206 Reports from Service Improvement Reference Group.
SUPPORT FOR SERVICE USERS TO GIVE THEIR VIEWS	<ul style="list-style-type: none"> Further develop advocacy arrangements so that children, young people and vulnerable adults are supported in making their concerns known by reviewing priorities and capacity regarding advocacy in the Health and Care Partnership. 	Henry Lewis Stephanie Canham	March 2005	To be determined	<ul style="list-style-type: none"> Increased capacity to voice views and concerns. See above and page 16. PAF D52/D53

<p>CONTRACT MONITORING / QUALITY ASSURANCE</p>	<ul style="list-style-type: none"> To carry out an Options Appraisal of the most effective way to progress work on contracts monitoring and the assurance of the quality of services provided. 	<p>Stephanie Canham</p>	<p>June 2004</p>	<p>To be determined</p>	<ul style="list-style-type: none"> Improved monitoring of service quality and performance. <p>Reports To DMT</p>
<p>ROUTINE AUDIT AND QUALITY ASSURANCE SYSTEMS FOR ALL SERVICES</p>	<ul style="list-style-type: none"> Set up routine audit and quality assurance systems for all services whether they are in-house or externally purchased by developing systems linked to the corporate Performance Management Framework. 	<p>Sue Alexander</p>	<p>March 2005</p>	<p>To be determined</p>	<ul style="list-style-type: none"> Improved monitoring of service quality and performance. <p>Reports To DMT</p>
<p>COMPLAINTS, COMMENTS AND COMPLIMENTS</p>	<ul style="list-style-type: none"> Herefordshire Council has adopted a software system called ComTrac. This provides a consistent framework across the Council for the logging, recording and progress chasing of comments, compliments and complaints. Social Care and Strategic Housing appointed a Complaints Administrator specifically to operate this system within the Directorate and report on improvements needed. The administrator post has enabled there to be a faster response to complaints and to ensure that matters are resolved more quickly and the link to improvements is made 	<p>Henry Lewis</p>	<p>Achieved</p>	<p>Within 2002/03 budget</p>	<ul style="list-style-type: none"> A consistent and coherent approach to dealing with complaints. <p>Achieved</p>

	<ul style="list-style-type: none"> ▪ New ways of publicising the Social Care Complaints, Comments and Compliments System have been and are being developed. These include placing a complaints form on the Herefordshire Council website and advertising a dedicated email address: sshcomplaints@herefordshire.gov.uk 	Henry Lewis	Website and email achieved Leaflet distribution October 2003	Within existing resources	<ul style="list-style-type: none"> • A more accurate reflection of service user and carer experience of our services. <p>Achieved</p>
	<ul style="list-style-type: none"> ▪ The Complaints Administrator is developing a training plan and is involved in the induction process for all new staff. 	Henry Lewis	Training Plan October 2003. Induction ongoing.	Within existing resources	<ul style="list-style-type: none"> • An improved awareness of the Complaints, Comments and Compliments system. <p>Scrutiny Committee reports</p>

Making the Most of Available Resources:

AREA FOR IMPROVEMENT	ACTION	LEAD OFFICER	TIMESCALE	RESOURCES	OUTCOMES/PERFORMANCE MEASURE
ADDRESS BUDGET DEVELOPMENT AND IMPROVEMENT	<ul style="list-style-type: none"> Identify budget pressures, via discussions with managers within the Directorate and the County Treasurer 	Sue Alexander	Already achieved	2003 / 2004 budgets	<ul style="list-style-type: none"> By a corporate shared understanding of the budget pressures and key cost drivers, priorities will be agreed and budgets allocated against identified need. <p>Achieved</p>
	<ul style="list-style-type: none"> Priorities, current service pressures and risks will be identified and assist decision making in a 4 year framework. 	Sue Alexander	October 2003	Within existing resources	<ul style="list-style-type: none"> Improved longer term service planning and Supporting Best Value.. <p>Achieved</p>
	<ul style="list-style-type: none"> Devolution of budgets will continue to be developed. Finance staff will work alongside operational managers to provide support. 	Sue Alexander	March 2004	Within existing resources	<ul style="list-style-type: none"> Devolution of budgets will empower service managers and ensure ownership and understanding of the budget. <p>Monthly reports to DMT/County Treasurer/Cabinet member/Scrutiny Chair</p> <p>Quarterly reports to Cabinet, Scrutiny</p>
	<ul style="list-style-type: none"> The Unit Cost guide for managers will continue to be developed. Finance staff will provide assistance and support to managers to build commissioning plans. 	Sue Alexander	March 2004	Within existing resources	<ul style="list-style-type: none"> Supporting Best Value <p>Report To DMT</p>

<p>A PROJECT PLANNING APPROACH</p>	<ul style="list-style-type: none"> ▪ The Council has adopted the Prince2 project planning methodology as being the approach for the Authority. Key officers have been trained. Prince2 will assist in the continued development of performance management. 	<p>Sue Alexander</p>	<p>Ongoing</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • Improved management of change and performance. <p>Training Schedule</p>
<p>PROPOSALS TO UPGRADE THE DIRECTORATE'S COMPUTER SYSTEM</p>	<ul style="list-style-type: none"> • Financial and technical resources to be identified to support the proposal to upgrade the directorate's computer system via council wide developments and other partner agencies.. • Clear specification for the new system to be completed via project management time allocated from corporate resources. • Senior Management leadership of the project to be identified <p>-</p>	<p>Sue Alexander</p> <p>Sue Alexander</p> <p>Sue Alexander</p>	<p>October 2003</p> <p>October 2003</p> <p>Already Achieved</p>	<p>To be determined</p> <p>To be determined</p> <p>Within Existing Resources</p>	<ul style="list-style-type: none"> • Monitor and analyse performance more accurately. <p>Data Quality Reports</p> <p>Reports To DMT</p>

<p>USE BEST VALUE TO DRIVE IMPROVEMENTS</p>	<ul style="list-style-type: none"> Review capacity required to deliver Best Value reviews, by regular reporting to Directorate Management team, Cabinet member and the Social Care and Housing Scrutiny Committee 	<p>Sue Alexander</p>	<p>Ongoing</p>	<p>Within Existing Resources</p>	<ul style="list-style-type: none"> Taking a more rigorous approach to Best Value.
	<ul style="list-style-type: none"> - Complete all outstanding Best Value reviews, - Carers, Physical Disability: Adoption and Fostering and Private Sector Housing - 	<p>Sue Alexander</p>	<p>All by December 2004</p>	<p>Within allocated resources</p>	<ul style="list-style-type: none"> Refocus and redesign services <p>Scrutiny Committee monitoring</p>
<p>WORKFORCE PLANNING LINKED TO SERVICE REQUIREMENTS</p>	<ul style="list-style-type: none"> Complete base line audit of workforce Specifying current and future workforce requirements across services through senior management teams. 	<p>Sue Alexander</p> <p>Sue Alexander</p>	<p>Already achieved</p> <p>September 2004</p>	<p>Within Existing Resources</p> <p>Within Existing Resources</p>	<ul style="list-style-type: none"> Baseline analysis to inform future workforce planning Will inform future workforce planning <p>DIS reference 3117/3118</p> <p>Policy Developed on GSCC Requirements</p>
	<ul style="list-style-type: none"> Achieve 100% completion of Staff Review and Development Interviews Complete training and skills audit through analysis of Staff Review and Development training and development planners 	<p>Sue Alexander</p> <p>Sue Alexander</p>	<p>July 2004</p> <p>August 2004</p>	<p>Within Existing Resources</p> <p>Within Existing Resources</p>	<ul style="list-style-type: none"> Will inform analysis of training and skills audit. Will inform training and development plan <p>HR Strategy performance indicator 100%</p> <p>HR Strategy target for % of individual development plans agreed in past 12 months</p>

	<ul style="list-style-type: none"> Analyse rates of sickness absence and staff turnover in order to identify actual and potential problem areas. 	Sue Alexander	Already achieved	Within existing resources	<ul style="list-style-type: none"> Improve staff capacity. Reports to Consultative Meeting HR Strategy targets on % of sickness absence returns analysed HR Strategy target on reduction in working days lost to be average of 6 per FTE. <p>DIS Reference 3117/3118/3119</p>
	<ul style="list-style-type: none"> Introduce exit interviews across the Directorate building on recent good practice. 	All of DMT	Ongoing	Within existing resources	<ul style="list-style-type: none"> Improved information for workforce planning and development. HR Strategy target 100% exit interviews carried out on all leavers by end 2005 Staff Opinion Survey
	<ul style="list-style-type: none"> The Training and Development Team has been strengthened by the recruitment of a further Training and Development Advisor. 	Sue Alexander	Already achieved	£30,000 per annum funded from Training Grant	<ul style="list-style-type: none"> Raise practice standards and improved staff development opportunities. As Above and Staff Opinion Survey
	<ul style="list-style-type: none"> An audit of staff supervision practice was carried out in March 2003. This indicated strong practice across the majority of Social Care, but highlighted areas for improvement. Supervisors will now complete annual supervision plans against which performance will be monitored. A further full audit will be carried out in March 2004. 	Sue Alexander	<p>Audit: Already achieved.</p> <p>Supervision Plans by October 2003.</p>	Within existing resources	<ul style="list-style-type: none"> Enhanced practice and decision making. <p>Continue Supervision monitoring Staff Opinion Survey</p>