

**ADULT SOCIAL CARE PEER CHALLENGE (JUNE 2014) – ACTION PLAN**
**APPENDIX 2**

No.	Recommendation	Lead	Our Response	Priority (H/M/L)	By When	Monitoring and Evaluation
1	The Team recommends that an analysis is done of the demand and performance of ART in order to improve calls answered in person	Head of Operations	Agreed – The council is implementing a discharge to assess urgent care model, as part of this it is modelling and analysing the front door activity	H	Oct 2014	Service Management System resilience operational group
2	The Team recommends that options for a single point of access for information, advice and guidance can be explored as part of the preparation for the Care Act.	Assistant Director of Commissioning	Agreed - The LA will be seeking in its commissioning of information, advice and guidance specification provision of a single point of access within the community and voluntary sector	M	Jan 2015	Adults and Wellbeing Commissioning Board Cabinet lead member approval
3	The Team recommends that the Brokerage Service be reviewed with a consideration of whether 7-day working is required now or in the future.	Head of Operations	Agreed- Immediately implemented, in addition the brokerage service is now the point of contact for all access to discharge to assess beds	H	Sept 2014	Service Management Directorate Leadership Team
4	The Team recommends that performance and financial reporting be reviewed to ensure that the Directorate has full and integrated reports on both activity and performance for care support and the related financial framework.	Head of Transformation and Safeguarding	Agreed and implementation started. The council has put in place a Quarterly Performance Review process, a Chief Executive service review/challenge, and the Directorate Leadership Team receive a monthly dashboard report	H	Sept 2014	Quarterly performance reviews Directorate Leadership Team

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5	The Team recommends that enhanced progress reports to the AWB Board be considered and that the risk rating be subject of greater challenge.	Programme Lead	Agreed – monthly highlight reports to be reviewed to include greater consistency of analysis of progress and risks	H	Sept 2014	AWB programme Board
6	The Team recommends that a re-launch of personalisation be considered which includes training and support for social work teams on creative support planning.	Head of Transformation and Safeguarding	Agreed – The council has appointed a Personalisation Lead Project Manager who is an Expert by Experience to relaunch personalisation and lead the Making it Real Board putting person centred practice and commissioning at the heart of transformation	H	Sept 2014 onwards	Making it Real Board AWB programme board
7	The Team recommends that closer alignment be sought between strategic change and related implementation or delivery	Assistant Director of Commissioning	Agreed – A clear commissioning strategy with underpinning commissioning plans are in progress. This will be enable service users, staff, partners and providers to understand our commissioning intentions and how this will be implemented	M	Dec 2014	AWB programme board
8	The Team recommends that the care pathway be reviewed including the emphasis given to early intervention and reablement.	Assistant Director of Commissioning	Agreed- Reablement service recently re-commissioned. Further training and monitoring is underway to ensure that this service is being optimised. As part of this evaluation and training, a clear pathway will be developed to ensure staff across the health and care system are aware	M	Dec 2014	AWB Commissioning Board Service management

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9	The Team recommends that market shaping be further developed.	Assistant Director of Commissioning	Agreed – Provider forums for residential and domiciliary providers are being re launched. Market Position statement will be refreshed as part of the Care Act implementation	M	Dec 2014	AWB Commissioning Board
10	The Team recommends that the AWB Transformation Board and the new Health and Social Care Transformation Board work programmes be closely aligned.	Programme Lead	Agreed – All transformation programmes will be mapped across both Boards and the Better Care Fund plans will bring together both programmes of work	L	Dec 2014	AWB programme board System Leads Transformation Board
11	The Team recommends that integration options be explored with local Health organisations.	Assistant Director of Commissioning	Agreed – The new Health and Social Care Transformation programme, and the Joint Commissioning Programme all focus on integrated pathways. An early example of this is the Integrated Urgent Care Service which will go live on 1 <sup>st</sup> October 2014	M	Dec 2014	Joint Commissioning Board (CCG and LA)
12	The Team recommends that the relationship with Wye Valley NHS Trust be built upon through reviewing the changes in recent arrangements and the effectiveness of the new reablement service.	Assistant Director of Commissioning	Agreed – At a strategic level the Health and Social Care Transformation programme, and the Better Care Fund Programme are bringing together the health and social care. At an operational level, this is been developed through the Integrated Urgent Care service	M	Dec 2014	System Leads Transformation Board

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13	The Team recommends that any review or refresh of the BCF should include consideration of additional opportunities to protect adult social care in line with the national condition for the BCF.	Director of Adults and Wellbeing	Agreed – Part of national assurance process and Council submissions have been reviewed to reflect this	H	Sept 2014	National assurance process
14	The Team recommends that the Council, with partners, consider a more extensive strategy to enhance community capacity building.	Director of Adults and Wellbeing	Agreed – the is part of the Health and Social Care Transformation Supportive Communities Workstream	L	Mar 2015	System Leads Transformation Board
15	The Team recommends that the Health and Wellbeing Board considers how it can extend its impact, influence and future outputs/outcomes across health and social care.	Health and Well Being Chair	Agreed – The Health and Well Being Board terms of reference are currently been reviewed and the governance of the Health and Social Care Transformation programme will be through the HWBB	M	Dec 2015	Health and Wellbeing Board  Governance Officer (Scrutiny)
16	The Team recommends that:- (i) The Council consider how the scrutiny function could be strengthened and resourced in the future  (ii) The Scrutiny Panel for Adult Well-Being considers regular (at least bi-annual) reports, and consequent discussion and debate, on the budget and performance of adult social care.	Statutory Scrutiny Officer	Agreed – the council continues to review its governance structures to ensure that they remain fit for purpose and roles are performed effectively  Agreed – A cycle of reporting to Heath & Social Care Overview and Scrutiny will be incorporated into the work plan.	M	March 2015	Statutory Scrutiny Officer  AWB Performance Function
17	The Team recommends that commissioners	Assistant	Agreed – Commissioning resources	M	Oct 2014	AWB Commissioning

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	monitor new service contracts, particularly where a new model is introduced, and ensure that future day opportunities are in line with the commissioning intentions.	Director of Commissioning	have been realigned and an evaluation of key performance indicator will be completed to reflect this action			Board Service management
<b>18</b>	The Team recommends that the Council reviews its policy and approach to direct payments with further guidance on appropriate expenditure that offers flexible use of the monies within the policy.	Personalisation Programme Lead	Agreed – The council will be reviewing and implementing a new Direct Payment Policy as part of its personalisation refresh	<b>H</b>	<b>Oct 2014</b>	AWB programme board
<b>19</b>	The Team recommends that the underlying reasons for the “claw back” be assessed and appropriate action be taken on any findings.	Head of Operations	Agreed – the Council has already identified that support planning requiring a focus on outcomes. This is a key factor in setting the right amount of personal budget from the beginning rather than having to then reclaim unspent monies	<b>L</b>	<b>Mar 2015</b>	Directorate Leadership team
<b>20</b>	The Team recommends that the Council considers how it can ensure that service users and carers receive a copy of their assessment and that they contribute fully to their support plan.	Head of Operations	Agreed – The implementation of the Community Care policy refreshed in April 2014 will be reviewed and regular audits will take place to ensure that copies of assessments are been shared	<b>H</b>	<b>Oct 2014</b>	Directorate Leadership team
<b>21</b>	The Team recommends that an end-to-end review of access, assessment, support planning and review, with a simple and clear emphasis on prevention, early intervention and	Assistant Director of Commissioning	Agreed – The Integrated Urgent Care Service, a review of locality based social work and preparation for the Care Act are all focused on an	<b>M</b>	<b>Dec 2014</b>	AWB programme board

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	reablement.		emphasis on early intervention			
<b>22</b>	The Team recommends that managers and staff work with service users and carers to define and shape the Council's future approach to co-production on commissioning and service reviews.	Personalisation Programme Lead	Agreed – see action 6	<b>H</b>	<b>Dec 2014</b>	AWB programme board Making it Real Board
<b>23</b>	The Team recommends that engagement mechanisms be established for all service user and carer groups with clear, simple communication and always with contact details.	Personalisation Programme Lead	Agreed – see action 6	<b>H</b>	<b>Dec 2014</b>	AWB programme board Making it Real Board
<b>24</b>	The Team recommends that:- (iii) The position on the ILF be clarified with service users and staff (iv) The Council considers how a wider knowledge of policies and procedures can be better communicated to service users, carers and staff.	Head of Operations	Agreed – All statutory and relevant policies and procedures will be reviewed and implemented as part of the Care Act	<b>M</b>	<b>Mar 2014</b>	AWB Commissioning Board
<b>25</b>	The Team recommends that the criteria be withdrawn and new guidance be issued to managers and staff	Head of Operations	Agreed – re-education of staff will be undertaken	<b>H</b>	<b>Oct 2014</b>	Directorate Leadership team
<b>26</b>	The Team recommends that remedial action is taken to ensure these safeguarding risks are reduced and that practice improvements are made in line with legislation where relevant.	Head of Safeguarding and Transformation	Agreed – A rapid intervention and recovery plan has been put in place to reduce risks in relation to safeguarding and this is been monitored on a	<b>H</b>	<b>Apr 2015</b>	Safeguarding Adults Board Directorate

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			monthly basis by the Safeguarding adults steering Group			Leadership team
<b>27</b>	The Team recommends that the Council, its safeguarding partners and the Safeguarding Adults Board consider the use of questionnaires regarding the experience of service users and family carers.	Head of Safeguarding and Transformation	Agreed – the council is adopting Making Safeguarding Personal and is aiming to have a Peer Challenge on Safeguarding in April 2015	<b>H</b>	<b>Apr 2015</b>	Safeguarding Adults Board
<b>28</b>	The Team recommends that the Council consider how the AWB Forums can be utilised for real dialogue and discussion with staff on transformation and change.	Programme Lead	Agreed – the council has reviewed the AWB forum to ensure that it is more interactive and is continuing to do so based on feedback from each session	<b>L</b>	<b>Dec 2014</b>	AWB Programme Board
<b>29</b>	The Team recommends that the Council consider how it can reduce the number of interim staff and retain and develop the existing workforce.	Head of Operations	Agreed – the council has recently recruited a number of permanent staff, and is continuing to look at innovative ways of attracting the required workforce to come and work within Herefordshire to reduce the reliance on interim staff	<b>M</b>	<b>Oct 2014</b>	Directorate Leadership Team
<b>30</b>	The Team recommends that the functionality of Frameworki be expanded to assist both frontline and senior managers to receive improved reports on activity and performance.	AWB Performance Lead	Agreed – The council has developed performance reports and dashboards on key national indicators and is currently reviewing FWI functionality on activity and performance as part of the Care Act implementation	<b>H</b>	<b>Oct 2014</b>	Directorate Leadership Team Management Board
<b>31</b>	The Team recommends that the Council	Strategic Lead -	Agreed – the council is currently	<b>L</b>	<b>Apr 2015</b>	Directorate

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	explore the additional benefits that could be realised from increased mobile and flexible working.	IM&T	trailing new mobile hardware before making a decision on the equipment required for mobile working and has a flexible working policy in place			Leadership Team Management Board
<b>32</b>	The Team recommends that delegated authority to frontline staff and managers be considered, including both operational and budget decision making.	Head of Operations	Agreed – this will be completed by the end of the financial year and budget training is been put in place for all first line managers	<b>M</b>	<b>Apr 2015</b>	Service Management Directorate Leadership Team
<b>33</b>	The Team recommends that the provider forums be continued and that they be involved in the planning on market shaping.	Assistant Director of Commissioning	Agreed – Forums are a key part of the approach to market facilitation and partnership working	<b>M</b>	<b>Ongoing</b>	AWB Commissioning Board
<b>34</b>	The Team recommends that training programmes are quality monitored and reviewed where necessary.	Head of Safeguarding and Transformation	Agreed – the council is currently refreshing its workforce strategy and implementation plan to ensure that training delivered particularly to social work staff is relevant and of high quality	<b>M</b>	<b>Dec 2015</b>	Directorate Leadership Team