

DRAFT CQC ACTION PLAN – HEADLINE PRIORITIES

Theme	Area of Development	Proposed Action	Lead Manager	Governance	Timescales
Working with People	Reduce assessment timescales as part of the drive to improve waiting experiences	Reduce waiting times and improve people's experience of care assessment and planning processes.	Karen Gullon, Assistant Director and Principal Social Worker		
	Carer wellbeing and support	Develop a clearer focus on the support offer and strengthen contingency planning.	Kate Allanson, Head of Prevention and Principal Occupational Therapist		
	Advocacy Support	Strengthen the advocacy offer in response to increased demand.	Jo Waldmeyer, Head of Market Development		
	Increasing the impact of the Occupational Therapy offer	Developing the Occupational Therapy Assistant role to release OT capacity, reviewing equipment services, and embedding service innovations such as the new Home Improvement Agency.	Kate Allanson, Head of Prevention and Principal Occupational Therapist		
	Making Direct Payments/Individual Service Funds the first option for more people	Building on the improvement over the last year to embed a culture of Direct Payment/ISFs as the first option for meeting needs for more people.	Jonny Prince Head of Operational Support		
	Improving the range, quality and accessibility of information available	To help people make informed choices about their health and care, and to improve people's waiting experience, including learning	Sally Lichfield, Head of Involvement and Governance		

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		from a two-stage Healthwatch review.			
	Ensuring equity of access to reablement across the whole adult population	To ensure access to the reablement service beyond people being discharged from hospital.	Josh Lumb, Head of Intermediate Care		
	Improving access and developing more appropriate provision for under-served communities	Working with partners to create access to services which builds relationships of trust with under-served and dispersed communities in places, and with the people they understand and trust the most.	Jo Waldmeyer, Head of Market Development Angela Crossland, Head of Head of Healthier Lives Community and Economy Shanna Carrell, Involvement and Governance Manager		
	Ensuring the way we shape our future services includes the voice of under-served groups	Work with under-served communities to help them develop their voice and capacity to contribute to coproduction activity to shape services which better meet their need	Sally Lichfield, Head of Involvement and Governance		
Providing Support	Further market development around specialist care	Improve the availability of supported accommodation and care and support for people with complex and specialist needs, including dementia, this includes the development of a £60m	Jo Waldmeyer, Head of Market Development		

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		investment case to replace the current council-run care homes.			
	Developing and maintaining an understanding of emerging/changing needs for working age adults	Developing a broad range of options to ensure people have the right care, support and accommodation to be able to live independently.	Gavin Swankie, Head of Adults Natalie Smith, Head of HAS Planning Elaine Hewitt, Head of Mental Health and Specialist Services		
	Creating innovative services to increase Home First opportunities	Increase the number of people supported to remain living at home for as long as possible through increased provision in Live-in care.	Jo Waldmeyer, Head of Market Development		
	Improving market capacity	With a focus on developing provider capacity to deliver care and support for people with complex and specialist needs.	Jo Waldmeyer, Head of Market Development		
	Increased engagement with Care Providers and people with lived experience in developing the care market.	Building on successes with involvement in co-design work to further develop co-production, with a particular emphasis on better engagement with unpaid carers and people who fund their own care	Sally Lichfield, Head of Involvement and Governance Jo Waldmeyer, Head of Market Development		

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Ensuring Safety	Embedding Preparing for Adulthood	Ensuring a clear and consistent approach to support all young people transitioning into adult services.	Gavin Swankie, Head of Adults		
	Developing a trauma informed approach	Developing a person-centred, multi-agency, trauma-informed approach to practice and risk management for people with complex life circumstances.	Elaine Hewitt, Head of Mental Health and Specialist Services		
	A consistent pathway for CHC and s117 funding	Driving a consistent approach to practice, decision making and equity in outcomes for people needing support.	Elaine Hewitt, Head of Mental Health and Specialist Services		
	Strengthen quality assurance	To better understand and make use of qualitative feedback from people following a safeguarding intervention to support further learning and improvement.	Gavin Swankie, Head of Adults		
	Developing confidence in risk management	To prevent the use of safeguarding when complex case management or multi-agency working is more appropriate, enabling people to manage risk themselves.	Gavin Swankie, Head of Adults		
	Embedding a coordinated approach to organisational safeguarding	To ensure people who use care and support services can	Gavin Swankie, Head of Adults		

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		expect to receive a safe, quality service.			
Leadership	Embedding consistency across social care practice	Using the restructure of adult social care to embed responsibility and accountability for consistent practice and performance improvement in new management roles.	Karen Gullon, Assistant Director and Principal Social Worker		
	Extending the involvement of people with lived experience across all areas of activity	Building on existing engagement successes to develop a comprehensive programme of engagement activity for people with lived experience across all areas of the directorate's work.	Sally Lichfield, Head of Involvement and Governance		
	Continue to work with Community Teams to address the workload pressures they are reporting	Whilst vacancy levels are significantly reduced (currently at 3%) and caseloads are averaging around 25, staff teams are reporting significant pressures, which Back to Basics/practice development, the restructure and other programmes will seek to address.	Karen Gullon, Assistant Director and Principal Social Worker		
	Development of a workforce strategy for HAS	Co-produced with staff through the directorate's People Strategy Group, the strategy will have a key focus on	Hannah Morley, Head of HR		

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		performance and accountability and will be aligned with national and regional drivers.			
	Systematically embed and evidence the impact of continuous learning and improvement	From complaints, serious incidents and drug and alcohol related deaths.	Sally Lichfield, Head of Involvement and Governance		
	Address improvement priorities emerging from the staff survey	Targeted action plans have been developed at directorate and service levels to address key improvement themes around engagement and senior management feedback.	Hannah Morley, Head of HR		