

**WIRRAL COUNCIL**

**HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE**

**8 NOVEMBER 2011**

<b>SUBJECT:</b>	<b>CQC IMPROVEMENT PLAN</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>HOWARD COOPER, INTERIM DIRECTOR OF ADULT SOCIAL SERVICES</b>
<b>KEY DECISION?</b>	NO

**1. PURPOSE OF REPORT**

- 1.1 To advise Committee of the completion by the Department of Adult Social Services of the Improvement Plan following the Care Quality Commission (CQC) Inspection in May 2010. The outcomes associated with the completed Plan will be reflected as part of the Departmental Self Evaluation process that is due to take place later this year.
- 1.2 To seek comments from the Committee on any aspects of the Plan.
- 1.3 To report to Cabinet that the improvement plan has been completed and where appropriate "Change Control" has been actioned.

**2. RECOMMENDATIONS**

- 2.1 That the Committee comments on the Plan.
- 2.2 That the Committee recommends to Cabinet that the actions within the Improvement plan be agreed.
- 2.3 That the Committee recommends to Cabinet that the Milestones that are subject to Change Control and the proposed reporting mechanism be agreed.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 In response to the CQC Inspection the formal improvement action plan has been monitored by this Committee through a Working Group. The actions within the improvement plan are now complete and this can be reported to Cabinet.

#### 4. BACKGROUND

4.1 Committee was informed on 2 September 2010 that an inspection team from the Care Quality Commission visited Wirral Council in May 2010 to assess the council's delivery of social care. The inspection team looked at how well the Council was:

- Safeguarding adults whose circumstances made them vulnerable
- Making a positive contribution for adults with a learning disability
- Increasing choice and control for adults with a learning disability

4.2 The findings of the inspection criticised the Council's performance in safeguarding adults and increasing choice and control for adults with a learning disability, stating these services were "poor". The Council was rated "adequate" on making a positive contribution for adults with a learning disability. The Council's capacity to improve was categorized as "uncertain".

4.3 The CQC Inspection Report made recommendations on the way in which the Council could improve its performance in the area of adult social care in 5 aspects across two themes:

Aspect	Theme
1. Safeguarding adults 2. Making a positive contribution for adults with learning disability 3. Increased choice and control for adults with a learning disability	Recommendations for improving outcomes in Wirral Council
4. Providing Leadership 5. Commissioning and use of resources	Recommendations for improving capacity in Wirral Council

The improvement areas are shown in more detail in Appendix 1.

4.4 In response to the CQC Report an Improvement Plan was produced, which the lead inspector described as "...very thorough, heartening and positive, showing that although the messages resulting from the inspection had been tough, the Council was taking it very seriously".

4.5 At its meeting on 9 September 2010 this committee resolved that a Working Group would be established comprising the chair and party spokespersons (or their nominees) to monitor the progress of the improvement plan. Subsequently the membership was agreed as Councillor Bridson (chair) and Councillors Tony Smith and Watt.

- 4.6 At the Cabinet meeting on 14 October 2010 a report was agreed updating the Improvement Plan following consultation with partner agencies, customers and carers' representatives. It is this Second Improvement Plan that has been monitored by the Working Group of this Committee. The Group has met on a regular basis, but now that the actions in the improvement plan are complete it is appropriate for this committee to "sign it off" and recommend this to Cabinet.
- 4.7 The Cabinet meeting on 14 October 2010 was also informed that at an officer level a Monitoring Group has been established comprising of customer and carer representatives, Chief Officers, partner agency representatives and the regional chair of the Government's 'Valuing People Now' strategy. This Group has been used to effectively "project manage" the Plan and ensure appropriate governance is in place.
- 4.8 It should be noted that since its inspection the CQC has changed its remit and it did not return, as originally planned, to Wirral in March 2011 to assess progress against the Improvement Plan. Instead, it is proposed that this function is carried out as part of the "Sector-Led Improvement Programme" by way of a Peer Review supported by Local Government Improvement and Development Group. As a precursor to a Peer Review in 2012 the Department is undertaking a "Self Assessment" that will be validated by a supportive and challenging former director. A key element of the evidence that she will be considering is the outcome of the CQC Improvement Plan.
- 4.9 A full report on this Self Assessment is currently in preparation. It will be presented to the Overview and Scrutiny Committee for its comments on 11 November and to Cabinet on 24 November. The Peer Challenger will then undertake her work in the week of 28 November. It is hoped that verbal feedback on the exercise can be given to Cabinet on the 8 December.

## **5. MATTERS FOR CONSIDERATION**

- 5.1 The Council's Improvement Plan took the five aspects considered by the CQC and their improvement areas and underpinned them with a number of actions. Each action had associated milestones which were used to assess progress against the Plan.

- 5.2 In total 178 milestones were originally identified and, as the Plan progressed, a further 11 were added making a total of 189 milestones. Due to changes in circumstance, such as new legislation or policy, all but 22 have been achieved. These now have to be amended and a new milestone is shown in Appendix 2. It is proposed that these 24 milestones are now incorporated, as appropriate, into the departmental business planning process, the LDPB planning process and the SAPB planning process. In order to ensure these actions are “embedded” they will form part of the various performance management frameworks that will be monitored by both the Strategic Leadership Team of the department and the two Boards.
- 5.3 A database containing the evidence supporting the delivery of each milestone has been produced and this has been verified as valid by the internal audit service. A schedule showing the various actions and milestones is attached at Appendix 3. This also highlights those actions which were subject to “Change Control” and the additional milestones that were added, which are shown at the end of the document with the suffix “A”.
- 5.4 A more detailed evaluation of the Improvement Plan will be contained within the Departmental Self Evaluation which is being prepared for independent validation as part of the Peer Review process.

## **6. RELEVANT RISKS**

- 6.1 A Risk Assessment specific to the Improvement Plan was developed at its inception in October 2011; this has been considered as part of the project management approach to delivering the Plan

## **7. OTHER OPTIONS CONSIDERED**

- 7.1 It is clear from the Plan that as time progressed a number of the Milestones had to be approached in a different way to that initially considered due to changes in, for example, legislation or policy. The management of the plan allowed for different delivery options to be proposed, and where appropriate, implemented.

## **8. CONSULTATION**

- 8.1 The Improvement Plan was developed in consultation with partner agencies, service users and carers. In many instances the Milestones were achieved through partnership working and in consultation with partner agencies, service users and carers

**9. IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

9.1 Many areas of the improvement plan impact on the voluntary, community and faith sector. In those instances it has been appropriate to include members of that sector in the development of the specific actions to deliver the improvements

**10. RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

10.1 Any resource implications arising as a result of the improvement plan will have been contained within the overall budget available to the Department.

**11. LEGAL IMPLICATIONS**

11.1 Any legal issues have been dealt with as part of the delivery of the individual actions and milestone delivery

**12. EQUALITIES IMPLICATIONS**

12.1 Has the potential impact of your proposals been reviewed with regard to equality?

No – There is no overall Equality Impact Assessment as many of the improvement areas are subject to specific individual Assessments as they affect policy in defined service areas.

**13. CARBON REDUCTION IMPLICATIONS**

13.1 None identified.

**14. PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

14.1 There are no specific planning implications within this report.

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## RECOMMENDED AREAS OF IMPROVEMENT

### CQC REPORT MAY 2010

#### **1. SAFEGUARDING**

- 1.1 Improvement Area 1 – Ensure that arrangements and policies for preventing abuse are comprehensive and co-ordinated.
- 1.2 Improvement Area 2 – Embed a shared approach to recognising and responding to allegations of abuse
- 1.3 Improvement Area 3 – Ensure that staff involved in safeguarding adults and supporting people with high or complex needs have the appropriate knowledge and competences.
- 1.4 Improvement Area 4 – Ensure that safeguarding activity at all levels is focused on the experience of people who require safeguarding and on the outcomes achieved.
- 1.5 Improvement Area 5 – Ensure that safeguarding is supported by robust quality assurance arrangements across the partnership.
- 1.6 Improvement Area 6 – Improve scrutiny of provider activity and risks across the sector.

#### **2. MAKING A POSITIVE CONTRIBUTION FOR ADULTS WITH A LEARNING DISABILITY**

- 2.1 Improvement Area 7 – Improve its focus on people who have limited opportunities to engage in and contribute to their local communities.
- 2.2 Improvement Area 8 – Ensure wider representation, involvement and support for people using services and their carers in planning and managing change.

#### **3. INCREASED CHOICE AND CONTROL FOR ADULTS WITH A LEARNING DISABILITY**

- 3.1 Improvement Area 9 – Ensure that people with learning disabilities and their carers have access to appropriate advice, information and support.
- 3.2 Improvement Area 10 – Ensure people's needs are holistically assessed and supported by effective partnership working
- 3.3 Improvement Area 11 – Transform support planning to provide a clear focus on the future, on risks to individuals, on the promotion of their independence and outcomes.

3.4 Improvement Area 12 – Address gaps in awareness of the needs of and support to carers.

3.5 Improvement Area 13 – Ensure that reviews are appropriately timed and focused.

3.6 Improvement Area 14 – Strengthen arrangements for management and learning from complaints and compliments.

#### **4. PROVIDING LEADERSHIP**

4.1 Improvement Area 15 – Ensure the Safeguarding Adults Board and Learning Disability Partnership Board drive improved outcomes for local people.

4.2 Improvement Area 16 – Promote stronger communication with and involvement of local people and service providers in shaping the vision and development of local services.

4.3 Improvement Area 17 – Develop robust joint planning to address local needs secured by effective deployment of resources and management of risk.

4.4 Improvement Area 18 – Expand its approach to prevention to deliver improved outcomes for people with learning disabilities and their carers.

4.5 Improvement Area 19 – Ensure the workforce across the sector has relevant knowledge, skills and experience to do their job well.

#### **5. COMMISSIONING AND USE OF RESOURCES**

5.1 Improvement Area 20 – Robustly challenge and enable the local market to address gaps, raise standards and meet new personalisation requirements.

5.2 Improvement Area 21 – Ensure joined-up and efficient use of resources across the council, health and housing services.

## Milestones that are subject to Change Control

Imp Area	Mile stone No.	Original Milestone	Reason for Change Control	Revised Milestone
1	11	Reporting of hate crime incidents to the Safeguarding Adults Partnership Board formalised.	Performance Management Framework (PMF) requires further development to enable this type of activity to be reported	Performance Management reports to the Safeguarding Adults Partnership Board includes data on hate crime incidents
1	17	Access solution [to allow partners to IT system] implemented.	Original intention to allow WUTH staff to access system proved to be unworkable; therefore the issue is being solved by a different intervention	Review weekly performance reports from CADT
1	19	[Equality Impact Assessment] Review Completed.	Performance Management Framework (PMF) requires further development to enable this review to be reported	Review presented to Safeguarding Board
2	21	Leaflets and posters produced in consultation with those who use [safeguarding] services are accessible and available in a range of venues.	The method for providing all public information has been revised. All departmental information is now made available on-line rather than printed formats	Information about services is made available on-line for access at one-stop-shops, libraries and in people's own homes.
4	49	Community Safety Partnership plans develop an approach to the inclusion of older people and people with a disability.	The review of the Safeguarding Adults Partnership Board, policies, procedures and systems has demonstrated that it is more appropriate for this to be dealt with through this Board	Service User sits on SAPB and Policy and Procedure and Training Sub Groups

6	58	Proactive monitoring of contracts in place	Due to resource constraints, departmental capacity to proactively monitor contacts has been limited. Additional resources have now been allocated to this task.	Appointments made to new posts of Team Manager – Contracts; Contract Liaison Officer; Senior Quality Assurance Officer and Quality Assurance Officer
6	59	Risk monitoring of service providers is strengthened		
6	60	Robust joint arrangement in place to monitor across agencies		
6	61	Share learning from positive work with supported living providers across the sector and put schedules in place across system to meet needs of new contract		
7	70	Equality Impact Assessment is presented to Learning Disability Partnership Board	The Learning Disability Partnership Board has agreed revised Terms of Reference and a new Sub Group structure; responsibility for Equality Impact Assessments now lies with the Sub Groups	LDPB Business Plan for 2012 has been subject to an Equality Impact Assessment
7	74	The Council's policy on 'incentive' payments is revised in the light of the Council's strategy to promote employment opportunities.	The incentive payments made to people who attend day services are being reviewed as part of the consultation on the transformation of day services.	The consultation will be completed and a report presented to Cabinet in 2012, including options for developing a new policy and approach to incentive payments
9	87	Strategy is written and signed off by the Learning Disability Partnership Board and appropriate organisations	Initial draft presented to LDPB on 9 November 2010 but has not yet been finalised.	Strategy signed off by LDPB
12	119	Total Commissioning Plan for Learning Disability supports a range of options for short-breaks.	The review of Personalistaion has demonstrated that it is more appropriate for this to be delivered through the Short Breaks Manager	Short Breaks Manager takes up post

13	124	Risk to individuals including 'stranger danger', risk of exploitation or harm and self-protection strategies are clearly identified through a sample audit and plans in place to mitigate risk or identify areas of positive risk taking	The review of Personalistaion has demonstrated that it is more appropriate for this to be delivered through the Review Team	Achievement of target levels against performance indicator D40 Reviews
14	128	Wirral Advocacy Partnership fully involved in the quality assurance process	Milestone no longer appropriate to focus on one Advocacy Group as a range of groups are now involved.	Complaints documentation contains information on how to access advocacy services
16	136	Funding distributed by the [localism] commission is specifically targeted	Milestone no longer appropriate as localism commission work has been subsumed into overall review of democratic structures	Action and Milestone no longer appropriate
16	139	The Enabling Fulfilling Lives group to present an independent annual report to the Learning Disabilities Partnership Board on involvement	The revision of the governance arrangements of the learning disability partnership board has included the involvement of the enabling and fulfilling lives group leadership in routine LDPB functioning.	Significant information from the 'enabling and fulfilling lives' group to be routinely reported into the learning disability partnership board.
18	159	Workstream action plans in place and include measurable milestones and monitoring arrangements.	Changes to the work of the early intervention project and the revision of the governance arrangements of the learning disability partnership board means that the identification for the early intervention of services are more appropriately located in the LDPB.	Actions plans for specific support services for people with learning disabilities are identified and referred through the 'citizenship sub-group' of the learning disabilities partnership board.
21	173	Gaps in person centred planning identified through reviews to inform commissioning	Approach to commissioning services is still under development	JSNA data used to inform commissioning intentions
4	50A	Action plans from safeguarding investigations will be collated and used to inform training and quality assurance processes.	Performance Management Framework (PMF) requires further development to enable this activity to be undertaken	Performance Management reports to the Safeguarding Adults Partnership Board and Annual Training Plan include data from action plans

8	84A	A process to increase the number of Council Managers who visit day care services will be set up and monitored by the Learning Disability Partnership Board	Milestone no longer relevant due to different processes have been agreed to involve services users and carers in shaping services	Involvement of services users and carers in transformation of day services project
10	97A	Report made to the Learning Disability Partnership Board providing local data relevant to the 8 key questions outlined in Valuing Older People Now	Milestone is still relevant but due to the development of the JSNA it is necessary to consider this in 2012	Report made to the Learning Disability Partnership Board in 2012 providing local data relevant to the 8 key questions outlined in Valuing Older People Now

## Schedule of actions and milestones

Imp Area No.	Action No.	How is this to be achieved / ACTION	Milestone No.	Milestone	Why did we do this?	Completed	Change Control
1	1	A multi-agency mission statement for Safeguarding will be completed.	1	Safeguarding vision and strategy signed off by Local Strategic Partnership.	So that all partnership agencies will share the same aspiration for developing Safeguarding services.	X	
1	2	Multi-agency Safeguarding policies and procedures will be finalised.	2	Multi agency safeguarding procedures approved by Safeguarding Adults Partnership Board	So that safeguarding services will be operated consistently across all partner agencies.	X	
1	2	Multi-agency Safeguarding policies and procedures will be finalised.	3	Cross-agency audit evidences that procedures are in use across all agencies.	So that safeguarding services will be operated consistently across all partner agencies.	X	
1	2	Multi-agency Safeguarding policies and procedures will be finalised.	4	Where requested, copies of policies and procedures will be made accessible in a range of formats and venues (also see Milestones 12 & 13).	So that safeguarding services will be operated consistently across all partner agencies.	X	
1	2	Multi-agency Safeguarding policies and procedures will be finalised.	5	Serious Case Reviews procedure reviewed and updated and aligned with 'whole system' arrangements.	So that safeguarding services will be operated consistently across all partner agencies.	X	
1	3	The Safeguarding Adults Partnership Board will be chaired by an Independent Person	6	Independent Chair appointed.	So that we have improved safeguarding arrangements resulting from routine external scrutiny and challenge.	X	
1	4	Lessons learned' from national serious case reviews and best practice will be regularly considered by the Safeguarding Adults Partnership Board.	7	Safeguarding Adults Partnership Board has 'Lessons Learned' as a standing Agenda item.	So that local practices will be influenced by the wider national experience.	X	

1	4	Lessons learned' from national serious case reviews and best practice will be regularly considered by the Safeguarding Adults Partnership Board.	8	Review Panel to consider the findings of serious case reviews and make recommendations accordingly	So that local practices will be influenced by the wider national experience.	X	
1	5	The 'Dignity in Care' initiatives will be more widely promoted.	9	Shared Action Plan reviewed (including inputs from front-line staff).	So that people will feel more valued by both services and those that care for them.	X	
1	5	The 'Dignity in Care' initiatives will be more widely promoted.	10	Charter Mark in place, which recognises the achievement of groups and organisations who work hard to safeguard adults at risk.	So that people will feel more valued by both services and those that care for them.	X	
1	6	Hate crime incidents for people with disability and people from Black and Minority Ethnic (BME) communities will be more clearly reviewed.	11	Reporting of hate crime incidents to the Safeguarding Adults Partnership Board formalised.	So there's an increased awareness of hate crime and an increasingly earlier identification of related safeguarding issues.		X
1	7	Public information about safeguarding which particularly targets, carers, self funders, people from Black Minority Ethnic (BME) communities and people who misuse alcohol or drugs will be made more accessible.	12	People using services and partner agencies engaged in awareness raising and production of accessible information	So that those who require support in relation to the misuse of alcohol or drugs will more readily know where to obtain it.	X	
1	7	Public information about safeguarding which particularly targets, carers, self funders, people from Black Minority Ethnic (BME) communities and people who misuse alcohol or drugs will be made more accessible.	13	Safeguarding information produced in culturally appropriate formats.	So that those who require support in relation to the misuse of alcohol or drugs will more readily know where to obtain it.	X	
1	7	Public information about safeguarding which particularly targets, carers, self funders, people from Black Minority Ethnic (BME) communities and people who misuse alcohol or drugs will be made more accessible.	14	Safeguarding information made available to relevant groups.	So that those who require support in relation to the misuse of alcohol or drugs will more readily know where to obtain it.	X	

1	8	Relevant partners will be given access to Department of Adult Social Services electronic case management system under information –sharing protocols	15	Information Sharing Protocols forms part of Safeguarding procedures and to be agreed at January ASPB	An improved access to information will ensure co-ordinated activity and information sharing.	X	
1	8	Relevant partners will be given access to Department of Adult Social Services electronic case management system under information –sharing protocols	16	Technical Specification presented to Information Strategy Group.	An improved access to information will ensure co-ordinated activity and information sharing.	X	
1	8	Relevant partners will be given access to Department of Adult Social Services electronic case management system under information –sharing protocols	17	Access solution implemented.	An improved access to information will ensure co-ordinated activity and information sharing.		X
1	9	Strengthened arrangements for consent to treatment will be implemented to ensure effective support for people with complex needs on admission to, and discharge from hospital.	18	Consent to Treatment processes reviewed and revised to ensure appropriate support is provided on admission or discharge to hospital for people with complex needs	So that services will be clearer and more consistently delivered.	X	
1	10	The initial Equality Impact Assessment of the Safeguarding Adults Improvement Project undertaken in 09/10 will be reviewed.	19	Review Completed.	So that the Safeguarding Adults Improvement Project will deliver services more equitably.		X
1	11	Joint working arrangements on the prevention agenda across the Local Strategic Partnership (LSP) will be further developed.	20	The membership of the Safeguarding Adults Partnership Board and action plan both reviewed to reflect the safeguarding prevention agenda	So that partnership agencies will have a clear and shared understanding of roles and responsibilities in relation to the prevention of abuse.	X	
2	1	Public information about safeguarding issues will be provided in a range of community venues	21	Leaflets and posters produced in consultation with those who use services are accessible and available in a range of venues.	There will be an increased awareness about abuse and a greater understanding of how to respond to concerns about it.		X
2	2	Joint working arrangements across Children's and Adults Boards will be established.	22	Joint working arrangements agreed by Children and Young People and Adult Social Services Departments	Learning in the respective Departments and partner agencies such as Merseyside Police will be shared and procedures revised accordingly.	X	

2	2	Joint working arrangements across Children's and Adults Boards will be established.	23	Joint protocol and training programme in place for recognising and working with parents with mental health difficulties.	So that learning in the respective Departments and partner agencies such as Merseyside Police will be shared and procedures revised accordingly (VPN KP 6).	X	
2	3	The Central Advice and Duty Team service level agreement with Department of Adult Social Services will be reviewed.	24	Service Level Agreement revised in respect of Central Advice and Duty Team's role and responsibilities in regard to safeguarding.	To ensure that the Central Advice and Duty Team's role in responding to allegations of abuse will be clearer and improved.	X	
2	4	A comprehensive analysis of areas of risks and incidents of abuse will be undertaken.	25	Establish sub-group of Safeguarding Adults Partnership Board to review activity information.	So that the identification of high incident areas or low referral rates (for example) will inform safeguarding strategy.	X	
2	4	A comprehensive analysis of areas of risks and incidents of abuse will be undertaken.	26	Sub group reports into Safeguarding Adults Partnership Board.	Identification of high incident areas or low referral rates (for example) will inform safeguarding strategy.	X	
2	5	A multi-agency Safeguarding Training Plan will be developed and implemented.	27	Draft multi-agency Training Plan available.	So there will be an increased awareness and understanding of respective roles and responsibilities across partnership agencies in relation to Safeguarding.	X	
2	5	A multi-agency Safeguarding Training Plan will be developed and implemented.	28	Draft multi-agency Training Plan presented to Partner Agencies.	So there will be an increased awareness and understanding of respective roles and responsibilities across partnership agencies in relation to Safeguarding.	X	
2	5	A multi-agency Safeguarding Training Plan will be developed and implemented.	29	Draft multi-agency Training Plan presented to the Safeguarding Adult Partnership Board.	So there will be an increased awareness and understanding of respective roles and responsibilities across partnership agencies in relation to Safeguarding.	X	
2	5	A multi-agency Safeguarding Training Plan will be developed and implemented.	30	Multi agency Training Plan – linked to competency framework where appropriate -implemented.	So there will be an increased awareness and understanding of respective roles and responsibilities across partnership agencies in relation to Safeguarding.	X	
3	1	Develop multi-agency training plan	31	Joint learning groups established to promote consistent practice and good use of advocates	So that all partner staff groups who have successfully demonstrated competencies within the framework will deliver services at a satisfactory standard.	X	
3	1	Develop multi-agency training plan	32	Draft multi-agency Training Plan presented to Partner Agencies.	Training available in case recording for DASS staff developed	X	
3	1	Develop multi-agency training plan	33	Effective multi-agency training sub-group in place, underpinned by a robust business plan.	So that all partner staff groups who have successfully demonstrated competencies within the framework will deliver services at a satisfactory standard.	X	

3	1	Develop multi-agency training plan	34	Draft multi-agency Training Plan presented to the Safeguarding Adult Partnership Board.	So that all partner staff groups who have successfully demonstrated competencies within the framework will deliver services at a satisfactory standard.	X	
3	1	Develop multi-agency training plan	35	Multi agency Training Plan implemented.	So that all partner staff groups who have successfully demonstrated competencies within the framework will deliver services at a satisfactory standard.	X	
3	2	A staff competency framework will be developed.	36	Framework developed	So that all staff and managers across the Partnership will deliver services to a satisfactory standard.	X	
3	3	The Adult Social Services supervision procedure will be revised to reflect a stronger focus on safeguarding, risk management and practice standards.	37	Revised supervision procedure implemented.	To ensure that practice reflects a stronger focus on safeguarding, risk management and practice standards.	X	
3	3	The Adult Social Services supervision procedure will be revised to reflect a stronger focus on safeguarding, risk management and practice standards.	38	Staff receiving regular appropriate supervision based on audit of supervision files.	To ensure that practice reflects a stronger focus on safeguarding, risk management and practice standards.	X	
3	3	The Adult Social Services supervision procedure will be revised to reflect a stronger focus on safeguarding, risk management and practice standards.	39	Training and support needs for all staff identified.	To ensure that practice reflects a stronger focus on safeguarding, risk management and practice standards.	X	
3	4	Appropriate training to staff involved in work to safeguard people with high or complex needs will be implemented.	40	All relevant staff will have attended training in Safeguarding Adults Policy and procedures.	To ensure appropriate and consistent practice in safeguarding adults across the Partnership.	X	
3	5	Poor workforce practices will be addressed and appropriate action taken.	41	All fieldwork managers and staff will have a formal appraisal of their professional competence and practice standards	So that staff involved in safeguarding and supporting people with high or complex needs will be able to demonstrate the appropriate level of competence and knowledge.	X	

3	5	Poor workforce practices will be addressed and appropriate action taken.	42	Staff competency framework implemented resulting in raised professional standards and clear accountabilities between agencies	So that staff involved in safeguarding and supporting people with high or complex needs will be able to demonstrate the appropriate level of competence and knowledge.	X	
3	5	Poor workforce practices will be addressed and appropriate action taken.	43	Implementation of appropriate Human Resources procedures.	So that staff involved in safeguarding and supporting people with high or complex needs will be able to demonstrate the appropriate level of competence and knowledge.	X	
3	6	The revised safeguarding procedures will be appropriately implemented in Adult Social Services	44	Case recording procedure developed and implemented.	So the Partnership can be sure of providing appropriate protection, planning, management of risk, advocacy support, co-ordinated responses to abuse and engagement of individuals subject to abuse	X	
3	6	The revised safeguarding procedures will be appropriately implemented in Adult Social Services	45	Systems are in place to quality assure practice through routine auditing of case files and supervision notes.	So the Partnership can be sure of providing appropriate protection, planning, management of risk, advocacy support, co-ordinated responses to abuse and engagement of individuals subject to abuse	X	
3	6	The revised safeguarding procedures will be appropriately implemented in Adult Social Services	46	Case file audit conducted providing evidence that appropriate standards of recording has taken place	So the Partnership can be sure of providing appropriate protection, planning, management of risk, advocacy support, co-ordinated responses to abuse and engagement of individuals subject to abuse	X	
3	6	The revised safeguarding procedures will be appropriately implemented in Adult Social Services	47	Case recording is discussed in supervision sessions and evidenced on supervision files or minutes from team meetings	So the Partnership can be sure of providing appropriate protection, planning, management of risk, advocacy support, co-ordinated responses to abuse and engagement of individuals subject to abuse	X	
4	1	The experiences of people who have reported safeguarding issues in local communities will be routinely reported into the Community Safety Partnership and Safeguarding Adults Partnership Board.	48	The experiences of people who have reported safeguarding issues are recorded in the minutes of Community Safety Partnership and Safeguarding Adults Partnership Board.	So that our procedures and individual support will be influenced by the wider local experience.	X	

4	1	The experiences of people who have reported safeguarding issues in local communities will be routinely reported into the Community Safety Partnership and Safeguarding Adults Partnership Board.	49	Community Safety Partnership plans develop an approach to the inclusion of older people and people with a disability.	So that our procedures and individual support will be influenced by the wider local experience.		X
4	2	Individuals involved in safeguarding will be engaged in all stages of the safeguarding process	50	Action plans from safeguarding investigations reflect the views of people who have needed a safeguarding intervention.	In order to ensure that individual experiences of the safeguarding process are appropriately used to shape future interventions.	X	
4	2	Individuals involved in safeguarding will be engaged in all stages of the safeguarding process	51	People's experiences of safeguarding issues reported into Safeguarding Adults Partnership Board	In order to ensure that individual experiences of the safeguarding process are appropriately used to shape future interventions.	X	
4	3	The Mental Capacity Action Plan will be implemented.	52	Action Plan and procedures form part of the multi agency procedures	So that all relevant staff will deliver a consistent and high quality service.	X	
5	1	A Safeguarding quality assurance framework will be developed.	53	A Quality Assurance framework similar to the one used on the Children's Safeguarding Board will be introduced for the Safeguarding Adults Partnership Board	To ensure that the Quality Assurance Framework will provide checks on key elements of the safeguarding process and continually enhance the service (VPN KP 6).	X	
5	1	A Safeguarding quality assurance framework will be developed.	54	A system is in place which alerts across the economy when multiple concerns about a provider are received	To ensure that the Quality Assurance Framework will provide checks on key elements of the safeguarding process and continually enhance the service (VPN KP 6).	X	
5	1	A Safeguarding quality assurance framework will be developed.	55	Evidence via performance reporting that incidents of abuse have been dealt with in a timely manner	To ensure that the Quality Assurance Framework will provide checks on key elements of the safeguarding process and continually enhance the service (VPN KP 6).	X	

5	2	A regular process for checking safeguarding cases where 'no further action' is recorded will be developed.	56	Complete a review of sample referrals which are recorded as no further action	To confirm the appropriateness of decisions to take no further action	X	
5	3	Performance reports which track trends will be made available to the Safeguarding Adults Partnership Board on a regular basis.	57	Operational managers follow up outstanding cases and provide regular reports to Strategic Leadership Team for reporting into the Safeguarding Adult Partnership Board.	To make the safeguarding process more efficient by the closer monitoring of performance.	X	
6	1	The contract monitoring of health and social care providers will be improved.	58	Proactive monitoring of contracts in place	We believe that the increased level of monitoring of providers and the resultant information gathered will enhance the management of risk in this area.		X
6	1	The contract monitoring of health and social care providers will be improved.	59	Risk monitoring of service providers is strengthened	We believe that the increased level of monitoring of providers and the resultant information gathered will enhance the management of risk in this area.		X
6	1	The contract monitoring of health and social care providers will be improved.	60	Robust joint arrangement in place to monitor across agencies	We believe that the increased level of monitoring of providers and the resultant information gathered will enhance the management of risk in this area.		X
6	1	The contract monitoring of health and social care providers will be improved.	61	Share learning from positive work with supported living providers across the sector and put schedules in place across system to meet needs of new contract	We believe that the increased level of monitoring of providers and the resultant information gathered will enhance the management of risk in this area.		X
6	2	New contracts for personal support provided by the independent sector outlining safeguarding expectations will be developed.	62	Provider Workshops undertaken and completed.	New Contracts will be awarded that reflect personalisation, promote Dignity in Care and strengthen risk management associated with safeguarding concerns	X	
6	2	New contracts for personal support provided by the independent sector outlining safeguarding expectations will be developed.	63	Report to Cabinet	New Contracts will be awarded that reflect personalisation, promote Dignity in Care and strengthen risk management associated with safeguarding concerns	X	

6	2	New contracts for personal support provided by the independent sector outlining safeguarding expectations will be developed.	64	Invitation to tender	As the new contracts will reflect personalisation, promote Dignity in Care and strengthen risk management associated with safeguarding concerns	X	
6	2	New contracts for personal support provided by the independent sector outlining safeguarding expectations will be developed.	65	Award of Contracts	As the new contracts will reflect personalisation, promote Dignity in Care and strengthen risk management associated with safeguarding concerns	X	
6	2	New contracts for personal support provided by the independent sector outlining safeguarding expectations will be developed.	66	New Contracts commence	As the new contracts will reflect personalisation, promote Dignity in Care and strengthen risk management associated with safeguarding concerns	X	
6	3	A quality assurance partnership with representative groups will be developed to quality assure providers.	67	Quality Assurance process based on that operated by Wirral's Local Safeguarding Children's Board is agreed	As the quality assurance process will be strengthened by the engagement of key stakeholders (VPN KP 6).	X	
6	3	A quality assurance partnership with representative groups will be developed to quality assure providers.	68	Process implemented and feedback regularly delivered to Safeguarding Adults Partnership Board, Adult Social Services Strategic Leadership Team and appropriate groups	As the quality assurance process will be strengthened by the engagement of key stakeholders (VPN KP 6).	X	
7	1	The Council's Comprehensive Engagement Strategy will be reviewed to ensure that the needs of people with limited opportunities for engagement are reflected in it.	69	Local communities will be engaged in understanding and working with people with Learning Disabilities	So that people with limited opportunities will more readily access universal services in their local communities.	X	
7	2	Issues raised in the Equality Impact Assessment of the Learning Disability Commissioning Framework will be addressed.	70	Equality Impact Assessment is presented to Learning Disability Partnership Board	Minutes of the Learning Disabilities Partnership Board reflect presentation and discussion of issues in the Equality Impact Assessment.		X

7	2	Issues raised in the Initial Equality Impact Assessment of the Three Year Strategic Commissioning Framework for People with Learning Disability will be addressed.	71	Actions identified in moving to a Full Equalities Impact Assessment, including any training and development needs of the Learning Disability Partnership Board are progressed.	To ensure that issues raised in Equality Assessments are addressed in a routine manner. (VPN KP 1).	X	
7	2	Issues raised in the Initial Equality Impact Assessment of the Three Year Strategic Commissioning Framework for People with Learning Disability will be addressed.	72	Inclusion of people from a diverse range of backgrounds in the design and delivery, monitoring and reviewing of services.	To ensure that issues raised in Equality Assessments are addressed in a routine manner. (VPN KP 1).	X	
7	3	The Volunteer Strategy will be implemented.	73	Volunteer Strategy to be agreed by the Learning Disability Partnership Board and implemented.	So that at least 100 new volunteers are recruited to engage in the wider community, in addition to the 600 currently reported	X	
7	4	Payments made to people who attend Day Services will be reviewed to ensure an equitable approach.	74	The Council's policy on 'incentive' payments is revised in the light of the Council's strategy to promote employment opportunities.	So those who attend Day Services and receive payments will have a clearer understanding about their wage in relation to the national minimum standard (VPN KP 5).		X
7	5	The key priorities of the revised Commissioning Strategy will reflect access to local housing, employment, Assistive Technology, leisure opportunities and social networks in local communities	75	Relevant strategies, policies and procedures are agreed by the Learning Disabilities Partnership Board	To ensure an increased access to local housing, employment, leisure opportunities and social networks in local communities (VPN KP 1, 3 & 5).	X	
7	5	The key priorities of the revised Commissioning Strategy will reflect access to local housing, employment, Assistive Technology, leisure opportunities and social networks in local communities	76	Reviews of all people who have a Learning Disability and receive a service from Department of Adult Social Services will be completed as part of a rolling programme and support plans developed to support access to housing and employment.	To ensure an increased access to local housing, employment, leisure opportunities and social networks in local communities (VPN KP 1, 3 & 5).	X	

7	5	The key priorities of the revised Commissioning Strategy will reflect access to local housing, employment, Assistive Technology, leisure opportunities and social networks in local communities	77	Reviews of all people who have a Learning Disability and receive a service from Department of Adult Social Services will be completed through a self directed assessment process and support plans will be developed based on these assessments.	To ensure an increased access to local housing, employment, leisure opportunities and social networks in local communities (VPN KP 1, 3 & 5).	X	
7	5	The key priorities of the revised Commissioning Strategy will reflect access to local housing, employment, Assistive Technology, leisure opportunities and social networks in local communities	78	A proportion of cases will be reviewed to ensure that an increased access to local housing, employment, leisure opportunities and social networks in local communities is reflected.	To ensure an increased access to local housing, employment, leisure opportunities and social networks in local communities (VPN KP 1, 3 & 5).	X	
8	1	The Learning Disability Partnership Board and its sub groups will continue to implement actions from the Learning Disability Commissioning Framework.	79	The Partnership Board will have reviewed its arrangements for communicating with wider group of people using services, their carers, service providers and partners so that they are kept informed about priorities and progress	So that people with learning disabilities and their families and carers will have their lives improved in accordance with the aims of Valuing People Now (VPN KP 1 & 2).	X	
8	1	The Learning Disability Partnership Board and its sub groups will continue to implement actions from the Learning Disability Commissioning Framework.	80	The strategic direction will be agreed across the partnership with local community and voluntary sector organisations	So that people with learning disabilities and their families and carers will have their lives improved in accordance with the aims of Valuing People Now (VPN KP 1 & 2).	X	
8	1	The Learning Disability Partnership Board and its sub groups will continue to implement actions from the Learning Disability Commissioning Framework.	81	The 'Enabling Fulfilling Lives' sub group will widen its focus of service user and carer representation	So that people with learning disabilities and their families and carers will have their lives improved in accordance with the aims of Valuing People Now (VPN KP 1 & 2).	X	

8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	82	Develop involvement arrangements to ensure the inclusion of people with high or complex needs and people from a minority ethnic background.	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	83	Widen choice of advocacy and self advocacy services for customers by delivering increased information about advocacy into learning disability day care establishments.	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	84	People with learning disabilities as experts through their own experience will set standards, design, develop, deliver and evaluate services in Wirral	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	85	Capacity added to enable carers to maximise the ability to drive change	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	86	People with learning disabilities and carers are included in the Council's consultation – 'Wirral's Future. Be a Part of it'.	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
9	1	A Wirral wide Information, Advice and Advocacy Strategy which explicitly includes learning disability services will be produced.	87	Strategy is written and signed off by the Learning Disability Partnership Board and appropriate organisations	To ensure that people with learning disabilities will be supported to have a greater 'voice' and access support through advocacy, information and advice (VPN KP 1 & 2).		X
9	1	A Wirral wide Information, Advice and Advocacy Strategy which explicitly includes learning disability services will be produced.	88	A shared approach to reviewing the production of information with local partners and people using services and families. Information to include; savings thresholds, implication of having a job, complaints and self directed support	To ensure that people with learning disabilities will be supported to have a greater 'voice' and access support through advocacy, information and advice (VPN KP 1 & 2).	X	
9	1	A Wirral wide Information, Advice and Advocacy Strategy which explicitly includes learning disability services will be produced.	89	Arrangements established for monitoring and reporting usage of the website by and usefulness to people with learning disabilities	To ensure that people with learning disabilities will be supported to have a greater 'voice' and access support through advocacy, information and advice (VPN KP 1 & 2).	X	

9	1	A Wirral wide Information, Advice and Advocacy Strategy which explicitly includes learning disability services will be produced.	90	A 'readers panel' of people who use services and carers is set up to assess departmental information to award local 'kite marks'	To ensure that people with learning disabilities will be supported to have a greater 'voice' and access support through advocacy, information and advice (VPN KP 1 & 2).	X	
9	1	A Wirral wide Information, Advice and Advocacy Strategy which explicitly includes learning disability services will be produced.	91	Expand the use of different formats, including Easy-Read in all relevant communications including access to advocacy leaflets and information in large print	To ensure that people with learning disabilities will be supported to have a greater 'voice' and access support through advocacy, information and advice (VPN KP 1 & 2).	X	
9	2	A sample of people who have been signposted to other services by the Central Advice and Duty Team will be audited.	92	Revised service level agreement in place reflecting the need to report information on people who have been signposted	So that people with learning disabilities who are not eligible for Adult Social Services support receive appropriate support to their needs.	X	
9	2	A sample of people who have been signposted to other services by the Central Advice and Duty Team will be audited.	93	Auditing process agreed by the Learning Disabilities Partnership Board and implemented	So that people with learning disabilities who are not eligible for f Adult Social Services support receive appropriate support to their needs.	X	
10	1	A model for equitable access and delivery of health, housing, education and social care support will be developed and implemented.	94	Develop through the self directed support planning process an equitable set of choices for people with Learning Disabilities to access health, housing, education and social care support.	To ensure that the best possible local priorities for supported housing are agreed: that a transparent allocation system is in place: and access to supported housing is better co-ordinated (VPN KP 2 & 3).	X	
10	1	A model for equitable access and delivery of health, housing, education and social care support will be developed and implemented.	95	Agree on the basis of demand, a model for integrated delivery of services with people with Learning Disabilities	To ensure that the best possible local priorities for supported housing are agreed: that a transparent allocation system is in place: and access to supported housing is better co-ordinated (VPN KP 2 & 3).	X	
10	1	A model for equitable access and delivery of health, housing, education and social care support will be developed and implemented.	96	The Learning Disability Partnership Board to consider a revised model for specialist LD service.	To ensure that the best possible local priorities for supported housing are agreed: that a transparent allocation system is in place: and access to supported housing is better co-ordinated (VPN KP 2 & 3).	X	

10	2	The updated Joint Strategic Needs Assessment (JSNA) will be used to identify the range of the social care needs of people with learning disabilities and their families and drive partnership working to support their resolution.	97	Relevant details from the Joint Strategic Needs Assessment providing key information about people with learning disabilities and their carers (including for example, those carers facing difficulties through increasing infirmity) are reported into the Learning Disability Partnership Board.	To ensure that the JSNA will correctly identify the issues facing older families and ensure these feature in local planning (VPN KP 1 & 2).	X	
10	2	The updated Joint Strategic Needs Assessment (JSNA) will be used to identify the range of the social care needs of people with learning disabilities and their families and drive partnership working to support their resolution.	98	Adaptations to housing support people moving into supported housing.	To ensure that the JSNA will correctly identify the issues facing older families and ensure these feature in local planning (VPN KP 1 & 2).	X	
10	2	The updated Joint Strategic Needs Assessment (JSNA) will be used to identify the range of the social care needs of people with learning disabilities and their families and drive partnership working to support their resolution.	99	Access to education is improved and courses easy to understand	To ensure that the JSNA will correctly identify the issues facing older families and ensure these feature in local planning (VPN KP 1 & 2).	X	
10	3	The training plan for personalisation will be further developed.	100	Training Plan addresses personalisation agenda including training on support planning, outcomes, personalisation awareness, process training etc	So that there is a greater awareness of personalisation by professionals and carers who work and care for people with Learning Disabilities (VPN KP 2 & 4).	X	
10	3	The training plan for personalisation will be further developed.	101	Training available in case recording for Adult Social Services staff developed	So that there is a greater awareness of personalisation by professionals and carers who work and care for people with Learning Disabilities (VPN KP 2 & 4).	X	
10	3	The training plan for personalisation will be further developed.	102	Support planning training will be reviewed to ensure it reflects a joint approach is taken between housing, health, employment and social care and a shared approach to safeguarding and the delivery of outcomes	So that there is a greater awareness of personalisation by professionals and carers who work and care for people with Learning Disabilities (VPN KP 2 & 4).	X	

10	3	The training plan for personalisation will be further developed.	103	Establishment of joint learning groups to promote consistent practice and good use of advocates	So that there is a greater awareness of personalisation by professionals and carers who work and care for people with Learning Disabilities (VPN KP 2 & 4).	X	
10	4	Revised policy, procedure and practice guidance underpinning the Personalisation reforms will be implemented	104	Evidence from case files that needs are holistically assessed taking account of issues across agencies such as housing, health and social care	To ensure that people with learning disabilities will enjoy a seamless service from partner agencies. (VPN KP 3 & 4).	X	
10	4	Revised policy, procedure and practice guidance underpinning the Personalisation reforms will be implemented	105	Evidence in case files of effective relationships between staff and individuals	To ensure that people with learning disabilities will enjoy a seamless service from partner agencies. (VPN KP 3 & 4).	X	
10	4	Revised policy, procedure and practice guidance underpinning the Personalisation reforms will be implemented	106	Evidence from performance information which shows that needs are assessed in a timely way focussing on outcomes for individuals, with clear contingency plans around carer breakdown	To ensure that people with learning disabilities will enjoy a seamless service from partner agencies. (VPN KP 3 & 4).	X	
11	1	Implement policy, procedure and practice guidance and ensure staff attend mandatory training	107	All new support plans identify employment & housing aspirations	So that outcomes for people will be of better quality and more efficient, and will be evidenced in case files, identified through case file audits (VPN KP 3 & 5).	X	
11	1	Implement policy, procedure and practice guidance and ensure staff attend mandatory training	108	Risk to individuals including 'stranger danger', risk of exploitation or harm and self-protection strategies are clearly identified through a sample audit and plans in place to mitigate risk or identify areas of positive risk taking	So that outcomes for people will be of better quality and more efficient, and will be evidenced in case files, identified through case file audits (VPN KP 3 & 5).	X	
11	1	Implement policy, procedure and practice guidance and ensure staff attend mandatory training	109	All staff will have attended appropriate training which will ensure that staff are competent in delivering the personalisation agenda evidence in supervision notes	So that outcomes for people will be of better quality and more efficient, and will be evidenced in case files, identified through case file audits (VPN KP 3 & 5).	X	

11	2	The Phase 2 pilot of the Personal Budgets Project will be completed and Phase 3 will be initiated to roll the process out across the Department.	110	Policy Procedures and Practice document in place providing clear guidance on support planning that reflects the whole of the person's needs and those of their carers, people's futures, risks to individuals, promotion of independence, outcomes and people's wishes and aspirations.	So that staff understand their critical role in developing support planning that reflects the whole person's needs (or those of their carers),	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	111	Expectations for support planning to be made explicit to providers	Because Support Planning will be improved with Provider input.	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	112	Complete provider workshops	Providers will have been involved in support planning training	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	113	Cabinet Report	Providers will have been involved in support planning training	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	114	Invitation to tender	Because Support Planning will be improved with Provider input.	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	115	Award of contracts	Because Support Planning will be improved with Provider input.	X	
11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	116	New contracts in place	Because Support Planning will be improved with Provider input.	X	
12	1	Carer's legislation and a revised local carer's strategy will continue to be implemented.	117	Carers Action Plan fully implemented and signed off by the Carers Development Committee	To increase the number of older and single carers who have carers assessments and further support to carers with multiple caring responsibilities	X	

12	1	Carer's legislation and a revised local carer's strategy will continue to be implemented.	118	Carers emergency scheme in place	To increase the number of older and single carers who have carers assessments and further support to carers with multiple caring responsibilities	X	
12	1	Carer's legislation and a revised local carer's strategy will continue to be implemented.	119	Total Commissioning Plan for Learning Disability supports a range of options for short-breaks.	To increase the number of older and single carers who have carers assessments and further support to carers with multiple caring responsibilities		X
12	2	Policy and procedures for carers will be implemented	120	Carers needs – especially those with learning disabilities and/or mental health issues - are identified through the assessment and review process	So that higher quality and more consistence services can be offered to carers.	X	
12	2	Policy and procedures for carers will be implemented	121	Ensure contingency plans are in place for carer breakdown as part of carers' assessments evidenced in support plans	So that higher quality and more consistence services can be offered to carers.	X	
13	1	A schedule of reviews will be developed and Implemented to ensure they are delivered in a timely manner to all people with learning disabilities who receive support from the Council.	122	An action plan with clear targets for self directed reviews with people with Learning Disabilities is written and implemented.	People whose service requires reviewing will receive an efficient, personalised service.	X	
13	1	A schedule of reviews will be developed and Implemented to ensure they are delivered in a timely manner to all people with learning disabilities who receive support from the Council.	123	Action plans and clear targets to ensure that support plans identify employment & housing aspirations and outcomes for people evidenced in case files	So that people whose service requires reviewing will receive an efficient, personalised service.	X	
13	1	A schedule of reviews will be developed and Implemented to ensure they are delivered in a timely manner to all people with learning disabilities who receive support from the Council.	124	Risk to individuals including 'stranger danger', risk of exploitation or harm and self-protection strategies are clearly identified through a sample audit and plans in place to mitigate risk or identify areas of positive risk taking	So that people whose service requires reviewing will receive an efficient, personalised service.		X
14	1	A system for learning from complaints and compliments including root cause analysis will be developed and implemented.	125	System agreed by Strategic Leadership Team and implemented	So that learning disability services will be continuously improved based on feedback and learning from its customers and stakeholders.	X	

14	2	A system for following up outcomes for people including informing them of improvements made as a result of the complaint will be further developed and implemented.	126	System agreed by Strategic Leadership Team and implemented	So that people who raise concerns know what actions have been taken as a result of their feedback.	X	
14	3	Learning from complaints will be embedded in working practices.	127	Improved working practices evidenced via minutes of Access and Assessment Branch Leadership Team and team meeting and subsequently checked through case file audits	So that actions and service improvements identified through complaints will be acted upon and practice will improve and be developed based on feedback from customers.	X	
14	4	The use of advocates and mediation will be further established in complaints & quality assurance process.	128	Wirral Advocacy Partnership fully involved in the quality assurance process	To ensure that people will be supported to have a voice and gain an effective resolution through the complaints process.		X
15	1	The Learning Disabilities Partnership Board and its subgroups will continue to implement actions from the Learning Disability Commissioning Framework.	129	Strategic Commissioning Framework Implementation 'Making It Happen' reports presented to every Learning Disabilities Partnership Board	Governance arrangements will be clearer across the economy.	X	
15	1	The Learning Disabilities Partnership Board and its subgroups will continue to implement actions from the Learning Disability Commissioning Framework.	130	Presentations and reports to Learning Disabilities Partnership Board to ensure that strategic priorities are being met	Governance arrangements will be clearer across the economy.	X	
15	1	The Learning Disabilities Partnership Board and its subgroups will continue to implement actions from the Learning Disability Commissioning Framework.	131	Annual Report on Progress on the Strategic Commissioning Framework presented to Learning Disabilities Partnership Board	So that governance arrangements will be clearer across the economy (VPN KP 1 & 2).	X	
15	2	Clear performance-monitoring report processes for both Safeguarding Adults Partnership and Learning Disability Partnership Boards will be developed and implemented.	132	Review and test data collection procedures will be in place.	Performance against Local Indicators 8866 and 8867 will show improvement.	X	

15	2	Clear performance-monitoring report processes for both Safeguarding Adults Partnership and Learning Disability Partnership Boards will be developed and implemented.	133	Produce Weekly performance statistics and exception reports and distribute to Locality Managers	Performance against Local Indicators 8866 and 8867 will show improvement.	X	
15	2	Clear performance-monitoring report processes for both Safeguarding Adults Partnership and Learning Disability Partnership Boards will be developed and implemented.	134	Performance reports presented to the Safeguarding Adult Partnership Board and the Learning Disability Partnership Board	To improve the Council's performance in the context of Local Indicators 8866 and 8867 (VPN KP 1).	X	
16	1	People with learning disabilities will be supported to engage in the Council's 'Wirral's Future. Be a Part of it' consultation.	135	Communication about the consultation is provided in suitable format	So that people with learning disabilities will be more fundamentally engaged in the shaping of Council services.	X	
16	2	People with disabilities will be involved with the Localism Commission	136	Funding distributed by the commission is specifically targeted	So that people with learning disabilities will have greater control over service developments.		X
16	3	The Department of Adult Social Services communication strategy group will refresh and re-align communication plans for transforming adult social care, safeguarding adults and the transformation of adults with learning disability services.	137	Communication plan refreshed.	So that communications will be more focussed upon communicating with people with learning disabilities and delivering information in more appropriate formats.	X	
16	3	The Department of Adult Social Services communication strategy group will refresh and re-align communication plans for transforming adult social care, safeguarding adults and the transformation of adults with learning disability services.	138	Process in place which ensures more people and service providers are involved.	So that communications will be more focussed upon communicating with people with learning disabilities and delivering information in more appropriate formats.	X	

16	3	The Department of Adult Social Services communication strategy group will refresh and re-align communication plans for transforming adult social care, safeguarding adults and the transformation of adults with learning disability services.	139	The Enabling Fulfilling Lives group to present an independent annual report to the Learning Disabilities Partnership Board on involvement	So that communications will be more focussed upon communicating with people with learning disabilities and delivering information in more appropriate formats.		X
16	3	The Department of Adult Social Services communication strategy group will refresh and re-align communication plans for transforming adult social care, safeguarding adults and the transformation of adults with learning disability services.	140	Plans for transforming adult social care are translated into format which are easy to understand	So that communications will be more focussed upon communicating with people with learning disabilities and delivering information in more appropriate formats.		X
16	3	The Department of Adult Social Services communication strategy group will refresh and re-align communication plans for transforming adult social care, safeguarding adults and the transformation of adults with learning disability services.	141	Different methods of communicating messages are used	Recorded evidence that the vision has been shaped by people who use services, carers and service providers and looks at involvement in decision making over the last year, making recommendations for improvements		X
17	1	The Managing the Market Project (commenced August 2009) will be completed.	142	Tender for Outcome Based Framework Agreement	So that people with learning disabilities will have a greater number of support options which will be of higher quality.		X
17	1	The Managing the Market Project (commenced August 2009) will be completed.	143	Outcome based framework agreement in place	So that people with learning disabilities will have a greater number of support options which will be of higher quality.		X
17	1	The Managing the Market Project (commenced August 2009) will be completed.	144	New personal support services are available to people wherever they may live, including supported living to minimise the need for people to enter residential care or out of area placements	So that people with learning disabilities will have a greater number of support options which will be of higher quality.		X
17	2	Voluntary agency contracts will be reviewed.	145	Outcome-based framework agreement in place	So that the voluntary sector will be more stimulated to provide support.		X

17	3	An analysis will be undertaken to determine levels of activity between teams and partners agencies (including the number of staff for safeguarding adults and learning disability services).	146	Benchmarking and performance reports to Safeguarding Adults Partnership Board and Learning Disability Partnership Board to inform decision making	To ensure that services will be more effectively managed and will deliver personalised care in an increasingly efficient manner.	X	
17	3	An analysis will be undertaken to determine levels of activity between teams and partners agencies (including the number of staff for safeguarding adults and learning disability services).	147	Review and test data collection procedures.	Variable levels of activity will be minimised	X	
17	3	An analysis will be undertaken to determine levels of activity between teams and partners agencies (including the number of staff for safeguarding adults and learning disability services).	148	Produce Weekly performance statistics and exception reports and distribute to Locality Managers	Variable levels of activity will be minimised	X	
17	3	An analysis will be undertaken to determine levels of activity between teams and partners agencies (including the number of staff for safeguarding adults and learning disability services).	149	Performance reports presented to the Safeguarding Adult Partnership Board and the Learning Disability Partnership Board.	To ensure that services will be more effectively managed and will deliver personalised care in an increasingly efficient manner.	X	
17	4	The Terms of Reference of the Joint Commissioning Group for people with learning disabilities will be revised.	150	Terms of Reference revised.	There will be a clearer focus on key priorities for joint planning person-centred, affordable and responsive services.	X	
17	4	The Terms of Reference of the Joint Commissioning Group for people with learning disabilities will be revised.	151	Joint Commissioning Group for people with learning disabilities review potential for single risk matrix	So there will be a clearer focus on key priorities for joint planning person-centred, affordable and responsive services (VPN KP 2)..	X	
17	5	Elected members will be involved in the safeguarding adults and learning disability agendas	152	Elected member Review Panel in place	The scope and understanding of safeguarding activities and supporting people with learning disabilities will be more consistent across the Council economy.	X	

17	5	Elected members will be involved in the safeguarding adults and learning disability agendas	153	Elected member safeguarding adults champions identified	The scope and understanding of safeguarding activities and supporting people with learning disabilities will be more consistent across the Council economy.	X	
17	5	Elected members will be involved in the safeguarding adults and learning disability agendas	154	Elected members attend safeguarding adults training which started in April 2010	The scope and understanding of safeguarding activities and supporting people with learning disabilities will be more consistent across the Council economy.	X	
17	5	Elected members will be involved in the safeguarding adults and learning disability agendas	155	Elected members continue to be represented on Safeguarding Adults Partnership Board	To ensure that the scope and understanding of safeguarding activities and supporting people with learning disabilities will be more consistent across the Council economy.	X	
17	6	The role of the Safeguarding Adults Sub Groups will be further developed.	156	Actions from sub group plans delivered on time in a co-ordinated way	So that people with learning disabilities and their representatives will be more engaged in the direction of support service development.	X	
17	7	An agreed Resource Allocation System will be implemented.	157	Resource Allocation System implemented.	To ensure that the deployment of resources will be more transparent and more efficient at providing support.	X	
18	1	The Early Intervention Strategy will be implemented.	158	Strategy is approved by Council and implementation commences	Services will be more focussed on delivering support 'upstream' - in advance of substantial and critical interventions.	X	
18	2	Specific support for people with learning disabilities and carers will be identified through the Early Intervention workstreams.	159	Workstream action plans in place and include measurable milestones and monitoring arrangements.	So that the Personalisation Agenda will be increasingly more apparent in early intervention services (VPN KP 4).		X
18	3	The offer of Assistive Technology to people with a learning disability and/or their carers will be made clearer.	160	Procedure in place for people with a learning disability and their carers offered Assistive Technology.	To ensure the greater uptake of cost-effective technological support will enable more people to achieve independence and retain it for longer.	X	
18	4	Assistive Technology will play a greater role in supporting people with learning disabilities and their carers.	161	The offer of Assistive Technology is embedded in all initial and review assessment processes.	To increase in the number of Assistive Technology installations for people with a learning disability and/or their carers	X	
19	1	The Competency Framework will be developed with learning plans.	162	Learning plans in place for key professional areas , using multi agency training, shadowing and coaching	To improve the confidence and performance of staff	X	

19	2	Performance management and supervision policy will be integrated	163	The supervision policy and practices are linked to the Key Issues exchange for consistent performance management	To improve performance management with clarity provided to staff about accountabilities and expectations with regard to performance	X	
19	3	HR Policies and their application will be reviewed	164	HR Policy update	So that the Human Resources policy framework and practices will enable managers to better manage performance	X	
19	4	Managers will be trained in performance management for HR policy application	165	Training delivered.	So that managers are able to implement effective management practices	X	
20	1	Advocacy and brokerage support processes involving the voluntary and community sector will be developed.	166	A Brokerage Scheme is in place	So that communities will become more able and confident in supporting those who most need their support and advice (VPN KP 4).	X	
20	1	Advocacy and brokerage support processes involving the voluntary and community sector will be developed.	167	Communication with voluntary and community sector advocacy support services on new personalisation requirements and role in supporting self directed assessment and self directed support	So that communities will become more able and confident in supporting those who most need their support and advice (VPN KP 4).	X	
20	1	Advocacy and brokerage support processes involving the voluntary and community sector will be developed.	168	Develop and implement approved provider list for existing brokerage support	So that communities will become more able and confident in supporting those who most need their support and advice (VPN KP 4).	X	
20	1	Advocacy and brokerage support processes involving the voluntary and community sector will be developed.	169	Review and implementation of voluntary sector contracts	So that communities will become more able and confident in supporting those who most need their support and advice (VPN KP 4).	X	
20	2	The Emergency Duty Team arrangements will be reviewed	170	Review Completed	Because the revised business model will enable the Emergency Duty Team to provide a more efficient service, and one more tailored to the needs of those who require its support.	X	
20	2	The Emergency Duty Team arrangements will be reviewed	171	Revised arrangements implemented.	Because the revised business model will enable the Emergency Duty Team to provide a more efficient service, and one more tailored to the needs of those who require its support.	X	

21	1	The 'Total Commissioning' model will be agreed and implemented across the public sector in Wirral.	172	The concept of "Total Commissioning," as agreed by COMT in May 2010, will be developed within services for people with learning disabilities	So that Health and Social Care services will be more closely integrated and efficiently delivered (VPN KP 2 & 3).	X	
21	1	The 'Total Commissioning' model will be agreed and implemented across the public sector in Wirral.	173	Gaps in person centred planning identified through reviews to inform commissioning	So that Health and Social Care services will be more closely integrated and efficiently delivered (VPN KP 2 & 3).		X
21	2	The Department of Adult Social Services Business Plan 2011-14 will be refreshed.	174	Department of Adult Social Services Business Plan agreed by Council	To ensure that the Department will be better placed to deliver effective support services which are responsive to local needs and legislative intention.	X	
21	3	The Corporate Plan 2011-14 will be refreshed.	175	Corporate Plan agreed by Council	So that the Council will be better placed to deliver effective support services which are responsive to local needs and legislative intentions.	X	
21	4	The Council will direct the use of in-house provider services. Cost efficiency will be driven within the Department and through the current 'Wirral's Future. Be a Part of it' consultation.	176	Value for money services provided following the council's consultation with the public via the Council's consultation programme - 'Wirral's Future. Be a Part of it'.	So that services will more clearly influenced by considerations of community requirements and efficiency.	X	
21	5	The medium-term financial plan will be strengthened as a result of the current administration budget and resource allocation, and following feedback from the 'Wirral's Future. Be a Part of it' consultation.	177	Better value for money provided following the council's consultation with the public via Wirral's Future. Be a Part of it' consultation	To ensure citizens have a clearer understanding of the support the Council will deliver, and the resources it has to do it will enable more effective management.	X	
21	6	Robust contingency plans to manage decommissioning across the sector will be developed.	178	Following Wirral-wide consultation, if appropriate, services will be decommissioned in a safe way	To ensure that the transformation agenda will not cause any individual or group of individuals to become further disadvantaged.	X	
10	3	The training plan for personalisation will be further developed.	102A	Personalisation Training will be made available to carers and those who support people with learning disabilities.	So that there is a greater awareness of personalisation by professionals and carers who work and care for people with Learning Disabilities (VPN KP 2 & 4).	X	

11	3	Providers will be engaged in new contract arrangements and involved in the development and delivery of Support Planning.	111A	Information about Provider agencies relevant to learning disability services to be provided to the Learning Disability Partnership Board on a regular basis.	Because Support Planning will be improved with Provider input.	X	
12	3	Information will be routinely circulated throughout the learning disability partnership board	121B	The Learning Disability Partnership Board will identify information which Partners must cascade in their Agencies.		X	
14	3	Learning from complaints will be embedded in working practices.	127A	Information about complaints involving learning disability services will be reported to the Learning Disability Partnership Board regularly.	So that actions and service improvements identified through complaints will be acted upon and practice will improve and be developed based on feedback from customers.	X	
4	2	Individuals involved in safeguarding will be engaged in all stages of the safeguarding process	50A	Action plans from safeguarding investigations will be collated and used to inform training and quality assurance processes.	In order to ensure that individual experiences of the safeguarding process are appropriately used to shape future interventions.		X
1	3	The Safeguarding Adults Partnership Board will be chaired by an Independent Person	6A	The Safeguarding Adults Partnership Board will develop its own identity and logo	So that we have improved safeguarding arrangements resulting from routine external scrutiny and challenge.	X	
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	84A	A process to increase the number of Council Managers who visit day care services will be set up and monitored by the Learning Disability Partnership Board	To ensure that higher numbers of people with complex needs will be involved in shaping council services.		X
8	2	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	85A	Carers will be invited to 'shadow' senior managers'	To ensure that higher numbers of people with complex needs will be involved in shaping council services.	X	
8	3	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	86A	A half-day workshop for all Board members to determine the full extent of the revised Terms of Reference will be undertaken.	So that higher numbers of people with complex needs will be involved in shaping council services (VPN KP 1).	X	
8	3	People with learning disabilities and their carers will be supported to fully engage in shaping Council services	86B	People who use services will be supported to voice their opinions more clearly at the Learning Disability Partnership Board (through Terms of Reference).	So that higher numbers of people with complex needs will be involved in shaping council services (VPN KP 1).	X	

10	2	The updated Joint Strategic Needs Assessment (JSNA) will be used to identify the range of the social care needs of people with learning disabilities and their families and drive partnership working to support their resolution.	97A	Report made to the Learning Disability Partnership Board providing local data relevant to the 8 key questions outlined in Valuing Older People Now	To ensure that the JSNA will correctly identify the issues facing older families and ensure these feature in local planning (VPN KP 1 & 2).		X
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