

### CSCI Recommendations and CYC's Response

The following plan summarises the projects and specific actions that will be undertaken to make the necessary improvements to implement the CSCI recommendations and build on current approaches within the Housing and Adult Social Services.

The overall plan will be overseen and monitored internally through the quarterly Portfolio Board and with regular progress reports provided to Members. The Portfolio Board involves the HASS DMT and is able to make decisions on the use of resources and required changes to the Improvement plan.

Individual projects will have a project board where appropriate and will have Assistant Directors taking responsibility for specific areas of the action plan.

Scrutiny & monitoring of the Improvement Plan will be within the following timetable over the next eighteen months:

<b>Improvement theme</b>	<b>Scrutiny body</b>	<b>Purpose</b>	<b>Time scale</b>
<b>Safeguarding</b>	HASS Portfolio Board	Progress report	Quarterly
	Council Management Team	Link to Corporate Priority- Safer City:	Annual – as part of corporate strategy review
	Safeguarding Adults Board	To oversee and scrutinise the 'whole' system of adult protection	Quarterly
	EMAP	Progress report- link to service plan	Quarterly
		Annual Safeguarding Report	June/July 09
<b>Personalisation</b>	Portfolio Board	Progress Report	Quarterly
	HASS Personalisation Project Board	To oversee and direct the project	Quarterly
	Council Management Team	Link to Corporate Priority- Health, well being & independence	Annual – as part of corporate strategy review
	EMAP	Progress report- link to service plan	Quarterly
<b>Prevention</b>	Portfolio Board	Progress report	Quarterly
	Joint Strategic Integrated Commissioning Group	To oversee and direct the joint commissioning projects agreed by CYC and NY&YPCT – one of which is Prevention	Quarterly
	Council Management Team	Link to Corporate Priority- Equalities, inclusion & diversity	Annual – as part of corporate strategy review
	EMAP	Progress report- link to service plan	Quarterly
<b>Leadership</b>	Portfolio Board	Progress report	Quarterly
	Council Management Team	Link to Corporate Priority- customer focussed 'can do' authority	Annual – as part of corporate strategy review
	EMAP	Progress report	Quarterly

Theme & CSCI Recommendations	CYC Lead & Summary of Response	Milestones
<p><b>SAFEGUARDING ADULTS</b></p> <p><b>Recommendation 1</b> The council and its partners should implement robust governance, performance management and quality assurance arrangements to achieve the key outcomes of keeping people safe. These should include the following;</p> <ul style="list-style-type: none"> <li>• formalised and effective council scrutiny</li> <li>• comprehensive inter-agency procedures establishing minimum standards of practice and participation</li> <li>• multi-agency practice and performance monitoring through effective managerial oversight</li> </ul> <p><b>Recommendation 2</b> The council and partners should ensure that competency-based skills training consistently completed by staff and managers undertaking key roles is in place and evaluated for impact</p>	<p><b>Lead: Anne Bygrave</b></p> <p>1 A Safeguarding Adults Board will be established solely for York with Executive Member involvement</p> <ul style="list-style-type: none"> <li>• A revised Inter-Agency Policy has been adopted. Detailed procedures are being developed for application within the authority</li> <li>• Additional resources will be allocated within the authority for: <ul style="list-style-type: none"> <li>○ Management/coordination</li> <li>○ Dealing with increased levels of investigation</li> <li>○ Administration &amp; support of inter-agency safeguarding Strategy meetings &amp; case conferences</li> <li>○ Utilisation of management information for reporting to the Board and Members</li> </ul> </li> </ul> <p>2 Full training audit undertaken of CYC staff and the inter-agency training plan implemented</p>	<p>First York SAB meeting – 4<sup>th</sup> Nov 2008 First report to EMAP – February 2009 Revised annual report in June 2009</p> <p>First meetings of sub-groups in December 2008/January 2009</p> <p>Staff briefings on revised procedures – Jan 2009</p>

## Annex 1

<p><b>Recommendation 3</b> The council and partners should ensure that the annual safeguarding report sets out comprehensive activity data and performance analysis set against a measurable work programme and objectives to track improvements year-on-year</p> <p><b>Recommendation 4</b> The council and its partners should promote awareness of safeguarding adults' issues through all available media so that local people are aware of the steps they can take to reduce risk and report concerns</p> <p><b>Recommendation 5</b> The Safeguarding Adults Board should ensure that people who have been or consider themselves to be at risk of harm have opportunities to shape the local safeguarding agenda and priorities</p> <p><b>Recommendation 6</b> The council and partners should develop an effective serious case review protocol</p>	<p>3 York SAB will report quarterly to EMAP with revised annual report in 2009</p> <ul style="list-style-type: none"> <li>• 4&amp; 5 A sub-structure of focussed groups will be put in place that is accountable to the York SAB for: <ul style="list-style-type: none"> <li>○ Performance/activity monitoring</li> <li>○ Practice development and training</li> <li>○ Public awareness and stakeholder involvement including those who have experienced safeguarding processes</li> <li>○ Provider involvement</li> </ul> </li> </ul> <p>6 A Serious Review protocol has been agreed and is being signed off by partner agencies</p>	<p>Continued support from joint CYC/NYCC Safeguarding Co-ordinator until 31 Dec 08. Additional CYC capacity (Service Manager, Social Care Manager, &amp; minute taker) in post from Jan 2009</p> <p>Training plan to be considered by York SAB's 'Practice &amp; Development Training' sub-group in Jan 2009 with York SAB and constituent organisations agreeing level of resources to support training programme in April 2009</p> <p>Serious case review system to be in place and delivered through the new Service Manager post from Jan 2009</p>
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<p><b>PERSONALISED SERVICES</b></p> <p><b>Recommendation 7</b> The council and its partners should work jointly to ensure that discharge arrangements are cohesive and effective demonstrating good quality outcomes for older people</p> <p><b>Recommendation 8</b> The council and its partners should implement the Single Assessment Process (SAP) in accordance with national expectations</p> <p><b>Recommendation 9</b> The council should ensure that assessment and care management and services are in place to deliver beneficial and personalised outcomes that promote wellbeing</p> <p><b>Recommendation 10</b> The council should work with its partners to effectively promote and support the use of advocacy services for older people</p>	<p><b>Lead: Anne Bygrave</b></p> <p><u>7 Hospital Discharge</u></p> <ul style="list-style-type: none"> <li>• Review of policy &amp; protocol has been agreed</li> <li>• Review audit &amp; performance structure</li> <li>• Develop multi-agency training programme</li> </ul> <p><u>8 Single Assessment Process</u></p> <ul style="list-style-type: none"> <li>• SAP agreed by Joint Strategic Integrated Commissioning Executive as the underpinning tool to link the customer/patient pathway management in all four joint commissioning projects</li> <li>• Project steering groups are putting the detailed plans together</li> <li>• Local York SAP board has agreed to pilot the introduction of person held records in the East of the City in: <ul style="list-style-type: none"> <li>- Older people's mental health services</li> <li>- Supporting people services</li> </ul> </li> </ul> <p><u>9 Personalisation</u></p> <ul style="list-style-type: none"> <li>• CYC has decided to move to personalisation through the total transformation programme of 'In Control'. This approach has been applied in Learning Disability services since 2007, and is now being extended into the other areas of adult social care. A Personalisation Board is already in existence and it will oversee this total transformation agenda</li> </ul> <p><u>10 Advocacy</u></p> <ul style="list-style-type: none"> <li>• Commissioners will be considering the advocacy provision in the city along with PCT in the light of the four joint commissioning projects, the transformation programme and the response to the MH Act implementation</li> </ul>	<p>New Discharge Policy agreed by April 09 Revised structure in place by Jan 09 Fully established by Dec 2009</p> <p>Consultant trainer providing joint training to staff across partner agencies Oct-Dec 08 Up to 250 clients with person held records by Xmas 08</p> <p>Presentation to Councillors – Nov 08 Team briefings – Nov 08-Jan 09 Workshops for customers – Jan-Mar 09</p> <p>Investment programme in place from April 2009</p>
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<p><b>PREVENTATIVE SERVICES</b></p> <p><b>Recommendation 11</b> The council should ensure that the needs of black and minority ethnic elders are met through the development of culturally sensitive services and self-directed support opportunities</p> <p><b>Recommendation 12</b> The council should review and revise the Minimum Guaranteed Standards to ensure that it makes the maximum contribution to the delivery of personalised services that promote wellbeing and independence in line with council objectives</p> <p><b>LEADERSHIP &amp; COMMISSIONING</b></p> <p><b>Recommendation 13</b> The council should strengthen its leadership role in relation to safeguarding by the full engagement of councillors in the development, scrutiny and evaluation of arrangements</p>	<p><b>11 Lead: Keith Martin</b> <u>Diversity</u></p> <ul style="list-style-type: none"> <li>Progress on the diversity agenda will be monitored by the Equality and Development Manager, the HASS Equality Network, HASS DMT and report to the Directorate Equality Leads Group and the Corporate Equality Leadership group</li> </ul> <p><b>12 Lead: Anne Bygrave</b> <u>Minimum Guaranteed Standards</u></p> <ul style="list-style-type: none"> <li>Revise and implement</li> </ul> <p><b>13 Lead: Bill Hodson</b> <u>Safeguarding</u> Executive Member involvement in York Safeguarding Adults Board, and quarterly York SAB reports to EMAP</p>	<p>HASS Equality &amp; Information Development Manager post introduced Oct 08</p> <p>Revised Minimum Guaranteed Standards implemented by March 09</p> <p>First York SAB on 4th Nov 08 First York SAB report to EMAP February 09</p>
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<p><b>Recommendation 14</b> The council should develop a comprehensive performance management and quality assurance framework across all adult social care areas</p>	<p><b>14 Lead: Bill Hodson</b> <u>Developing a Performance Management Framework</u> Two stages: <u>Stage One</u> Development of a framework – to include agreement on, eg:</p> <ul style="list-style-type: none"> <li>○ DMT governance</li> <li>○ Component parts</li> <li>○ Coordination of data across HASS; Council; indpt sector</li> <li>○ Customer &amp; staff engagement</li> </ul> <p><u>Stage Two</u> Development of processes required to make this framework actually happen as part of everyday business</p>	<p>Framework developed by Jan 09</p>
<p><b>Recommendation 15</b> The council should introduce measures to assure the content and quality of supervision within a whole system approach to individual performance development</p>	<p><b>15 Leads: Anne Bygrave, Keith Martin, Graham Terry</b> <b>Supervision-</b> There will be a specific focus on building on and improving current supervision processes within the performance framework and work force development plan. This will include:</p> <ul style="list-style-type: none"> <li>• Existing supervision template to be updated to incorporate additional prompts (eg safeguarding)</li> <li>• guidance to staff, managers and supervisors on mutual responsibilities</li> <li>• provision of management information reports for use in supervision</li> <li>• monitoring of supervision timetables and quality through group and Service Managers.</li> <li>• Assistant Directors to ensure HASS supervision policy is followed consistently</li> </ul>	<p>Briefing for managers/staff by Dec 09 Audit of supervision records in January to March 2009</p>
<p><b>Recommendation 16</b> The council should ensure a robust approach to multi-agency workforce planning is in place to support the delivery of its objectives</p>	<p><b>16 Lead: Graham Terry</b> <u>Workforce Planning</u> A four step approach. 1) An assessment of the current position, 2) and future needs, 3) conduct a comparison between future needs and current workforce to 4) produce a WDP plan to address the gaps. The Plan and its production will be co-ordinated by a new Workforce Development and Training Manager and be supported by the HASS Workforce Development Group and report to the HASS Portfolio Board. Workforce development is also being addressed as part of the Corporate Strategy Single Improvement Plan.</p>	<p>Workforce Development Plan completed by end of March 09</p>

<p><b>Recommendation 17</b> The council should ensure that staff and people who use services are effectively engaged with and supported through organisational change</p> <p><b>Recommendation 18</b> The council should ensure that managers are fully equipped to deliver organisational change and effective services through the provision of a comprehensive management development programme</p>	<p><b>Staff &amp; Community engagement</b></p> <p><b>17) Lead: Bill Hodson</b> <u>Staff</u></p> <ul style="list-style-type: none"> <li>• Using the councils management of change policy and guidelines that include the engagement of and support for staff.</li> <li>• the overall long-standing communication systems in place in the Directorate- regular monthly staff newsletters &amp; bulletin</li> <li>• within the delivery timetable of each individual project plan.</li> </ul> <p><b>Community engagement</b> This is currently covered through a range of stakeholder groups and events, including the existing Partnership Boards, strategy groups, Fora and consultation events. This will be extended within the specific project delivery plans for Personalisation, safeguarding and prevention. On November 5<sup>th</sup> there is a council wide public event to engage stakeholders in Equality Impact Assessments on key strategies.</p> <p><b>18) Lead: Bill Hodson/Graham Terry</b> <u>Management Development</u> Continue to implement the Councils Leadership and Management Standards (LAMS) and monitor the take up of the managing for results programme within the quarterly training monitoring report to DMT. The development needs of Managers will be included within the workforce development plan</p>	<p>Ongoing monthly</p> <p>October 08</p> <p>March 09</p>
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<p><b>Recommendation 19</b> The council with partners should ensure that strategic planning and commissioning is supported by the incorporation of measurable objectives and financial information</p>	<p><b>19) Lead: Keith Martin</b> <u>Strategic commissioning and financial planning</u> Next stage development of the Long Term Commissioning Strategy for Older People will include measurable objectives and financial information utilising our existing practice in the Supporting People Commissioning and Planning process. Within HASS the emphasis in the financial planning for 09/10 and beyond has been to:</p> <ul style="list-style-type: none"> <li>• allocate reform grant funding to support the change agenda for personalisation and prevention, with an increase in the capacity required for the delivery of the projects that will mark these transformations</li> <li>• improving the capacity to manage the improvement agenda within adult services</li> <li>• through coordinating safeguarding within the Council with a dedicated Safeguarding Service Manager and administration, and reviewing processes and procedures in order to improve the quality &amp; timeliness of the Care management responses.</li> <li>• Focussing the strategic commissioning and partnerships within one Assistant Director role.</li> </ul>	<p>Completed for 08/09 Decisions logged appointments underway for December 08</p> <p>November 08</p>
<p><b>Recommendation 20</b> The council should develop team plans derived from council; directorate and service plan objectives and ensure teams set specific and monitorable goals to deliver continuous improvement.</p>	<p><b>20) Leads: Anne Bygrave, Keith Martin, Graham Terry</b></p> <ul style="list-style-type: none"> <li>• <i>Service Planning</i> the proposed timetable for this is attached. The HASS process for completion of the Service Plans will involve: <ul style="list-style-type: none"> <li>o Refresh of the key HASS objectives- completed</li> <li>o Reviewing current plans within the context of the revised portfolios for Assistant Directors</li> <li>o Developing Team Plans to reflect the Portfolio plans</li> <li>o 2009/10 Budget proposals to EMAP</li> <li>o EMAP review and approve 2009/10 service plans</li> <li>o Team Plans finalised</li> </ul> </li> </ul> <p>Reflecting the team plans within the PDR's of individual staff and subsequent monitoring through supervision</p>	<p>Aug 08 Dec 08</p> <p>Nov 08 Jan 09 March 09 March 09 From April 09</p>