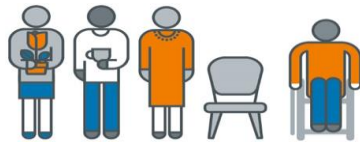


Service Improvement Plan



DCCS Departmental Mission

To provide care, support and guidance to our diverse communities. Our ambitions are to support our communities so they:

- Feel safe and have good health
- Are able to achieve their potential
- Are able to exercise choice and feedback on the services they use.

Links to DCCS Business Plan 2017-21

1. Priority objective: Safe
2. Priority objective: Potential
3. Priority objective: Independence, Involvement and Choice
4. Priority objective: Health and Wellbeing
5. Priority objective: Community

Links to Corporate Plan for 2018 – 23

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.

Key:

Red	Urgent corrective action required
Amber	Corrective action required
Green	On track
Blue	Resolved / completed



1. Safe - People of all ages live in safe communities, our homes are safe and well maintained and our estates are protected from harm										
Ref:										
	Activity	Action(s)	Timeframes	RAG (Action)	Performance Indicator/ Measures	Impact	Named officer	Lead Area	Updates	Notes
1.1	Safeguarding Adults Partnership Audit	Completion of annual Audit Tool	Dec-19		Annual Audit Tool Completed	Improvement in outcomes for safeguarding adults at risk	Ian Tweedie	ASC	Audit completed, signed off and submitted to the City and Hackney Safeguarding Adults Board	Completed
		Draft and implement Audit Action Plan	Apr-20		Action Plan in place		Ian Tweedie	ASC	1) Audit tool completed 2) Action Plan to be drafted	
1.2	Quality Assurance	Implement Quality Assurance Framework	Jul-20		QAF in place to include learning from case reviews and audits	Improvements in systems and practice leading to better preventative, short-term and long term outcomes for residents and service users	Ian Tweedie	ASC	Project management support allocated from 12.02.20	
		Implement internal service audit processes	Mar-20		Processes in place and audits completed		Ian Tweedie	ASC	1) Reablement & Safeguarding Audits completed 2) Clear expectation of annual audits per service in place 3) QAF to be introduced to provide framework	
		Develop Practice Standards for the service	Apr-20		Completed Practice standards for Social Workers, reablement and Occupational Therapist.		Tanya Derecki	ASC	1) Document framework in place and Reablement Standards drafted 2) General practice standards framework is 80% drafted	
1.3	Develop and maintain policy platform	Specific internal SharePoint site to be developed for easy access for ASC professionals to policies, information, guidance, strategies and other relevant information all in a single purpose build site.	Apr-20		Site up and running, clear responsibilities around updating, feedback obtained on use and relevance for staff.	Practitioners have easy access to clear information and guidance to enable high quality service delivery within local, national and legislative frameworks.	Ian Tweedie	ASC	SharePoint site now in place. Content under development.	
1.4	Implementation of Liberty Protection Safeguards	Multi-Agency Approach	Oct-20		Relevant Agencies and Partners are aware of their roles and responsibilities	To ensure effective legal compliance under the Mental Capacity Act to safeguard adults and young peoples rights to Liberty under Article 5 of the Human rights Act	Ian Tweedie	ASC	Engagement started with Health partners and with Safeguarding Adults Board.	CHSAB Training Programme being developed to ensure staff across sector have access to appropriate learning and development opportunities. Potential for LPS Conference within the City late 2020.
		Workforce Development			Identification of those requiring training and at what level Workforce across the Peoples services are trained appropriate to their levels		Zak Darwood	WFD	Appropriate development events identified for Senior and operational managers	Training Provider in place - Edge Training
		Operational Processes in Place			Clear internal procedures in place Correct Forms and Documentation in use Process built into MOSAIC		Tanya Derecki	ASC	Has been added to the MOSAIC Advisory Board forward plan	Awaiting publication of Code of Practice to be published Spring 2020
		Reporting Requirements met			MOSAIC process meets local and national reporting requirements Accurate reporting is available		Ellie Ward	Strategy and Performance	Has been added to the MOSAIC Advisory Board forward plan	Awaiting publication of Code of Practice to be published Spring 2020
1.5	Embed a performance improvement culture	Identify clear consistent approach to data analysis	Apr-20		Paper to be agreed by Senior Management across Peoples Directorate	Ensure an evidence based approach to improving services and individual practice with residents and service users	Ellie Ward	Strategy and Performance	Contractor in place to deliver piece of work on transforming performance culture across the people directorate	
		Improve data analysis	Ongoing		Data used to inform practice changes					

2. Potential - People of all ages can achieve their ambitions through education, training and lifelong-learning well maintained and our estates are protected from harm

Ref:										
	Activity	Action(s)	Timeframes	RAG (Action)	Performance Indicator/ Measures	Impact	Named officer	Lead Area	Updates	Notes
2.1	Continuous Improvement of Reablement Service	Compliance with statutory notification requirements	Annually or as directed by CQC		Provider Information Returns and Statutory notifications submitted to Care Quality Commission	Service users receive a personalised service which meets and exceeds the Care Quality Commission requirements as Safe, Effective, Caring, Responsive, and Well-led	Ian Tweedie Tanya Derecki	ASC	Provider information Return Submitted on time. Statutory notifications completed regarding Registered Manager and Nominated Individual	
		Review of Reablement Policies and Procedures	Dec-19		Review/update of Policy and Procedures completed		Ian Tweedie Tanya Derecki	ASC	Completed	Review completed, policies and procedures updated. Next Review April 2021
		Review and update Reablement forms and processes in MOSAIC case management system	Mar-20		Review current forms and workflows and make identified amendments		Tanya Derecki	ASC	1) Review of forms and workflow completed. 2) Amendments made to existing forms and workflow processes. 3) New Trusted assessor and revised assessment forms to be built into MOSAIC	To be prioritised at MOSAIC Development Group Workflow with MOSAIC Team in Jan'20; awaiting system development
		To review and maintain the directional relevance of the reablement service in the context of the Neighbourhood model of health and social care and the cultural shift towards a Strength based approach to services.	Apr-21		Operational staff to attend MDT meetings at the Neaman Practice Reablement workers to be trained in the delivery of Making Every Contact Count Ways of closer working with Integrated Independence Team to be explored.		Ian Tweedie Tanya Derecki	ASC	Senior Occupational Therapist attends MDT meetings and has attended joint workshops with IIT around hospital discharges Introduction to MECC delivered to staff.	Awaiting CCG roll out of formal MECC training Review paper to be produced & will include data analysis
2.2	Assistive Technology	Consider broader assistive technology and digital offer to compliment service provision	Oct-19		Scoping paper to be completed	Tools are available for personalised approaches to support adults and carers, and enhance their wellbeing	Ellie Ward	Strategy and Performance	Initial scoping paper completed.	
			Jun-20		Options Appraisal to be developed		Ellie Ward	Strategy and Performance		

3. Independence, involvement and choice - People of all ages can live independently, play a role in their communities and exercise choice over their services well maintained and our estates are protected from harm

Ref:

[illegible]

4. Health and wellbeing - People of all ages enjoy good health and wellbeing

Ref:										
	Activity	Action(s)	Timeframes	RAG (Action)	Performance Indicator/ Measures	Impact	Named officer	Lead Area	Updates	Notes
4.1	Carers Strategy Action Plan	Separate Action Plan	Apr-21		Action Plan complete	Improved health and wellbeing of carers to support them in their role.	Ellie Ward Ian Tweedie	Strategy and Performance		
4.2	Making Every Contact Count	Support the implementation of MECC across the City	Jun-19		Tendering and commissioning of training contract.		Zak Darwood	Workforce Development	Contract awarded to social marketing group	
			Mar-20		City specific outcomes identified		Zak Darwood	Workforce Development	Outcomes to be agreed at Next working group. On schedule; to be completed end of March '20.	
			Jul-20		MECC Trial and testing phase instigated. Initial Scoping exercise completed. Workshop deployment arrangements agreed and confirmed.	Improved health and wellbeing, early referral to services, residents health improved.	Zak Darwood	Workforce Development	Initial scoping workshop undertaken with the Peoples Directorate 03.12.19. Further workshop and initial testing of training to be delivered in City early 2020.	Testing phase of training to be delivered in April 2020 at City location.
			Mar-21		Staff trained and delivering MECC Measuring processes in place				June 20 - Mar 21	Staff programme will start once MECC testing phase had been completed.
4.3	Implement the findings of the Approved Mental Health Professional Review	Commissioning of daytime AMHP service to include Mental Health Act Assessments, Care Coordination role and Mental Health Act Review tribunals	Mar-20		AMHP service in place. Clear and robust monitoring and joint working arrangements in place including access to RIO system	A more robust, high quality service for service users.	Monica Patel	Commissioning	The service specification is complete, service approved by committee. Awaiting agreement of formal start date to commence mobilisation with ELFT. Service due to start 01.03.20; awaiting contracts to be signed with health partners.	ASC current postholder has an AMHP licence which expires in March 2020. By this time the new service will be fully operational.
4.4	Neighbourhood Model	To realign health, social care and voluntary sector services tailored to the needs of City residents	Apr-21		A bespoke City of London operational model in place	Better tailored and focused health and care services for City residents	Ellie Ward Ian Tweedie	Health Integration	Initial plan has been developed identifying city specific approach to the neighbourhood development.	

5.Community - People of all ages feel part of, engaged with and able to shape

Ref:

	Activity	Action(s)	Timeframes	RAG (Action)	Performance Indicator/ Measures	Impact	Named officer	Lead Area	Updates	Notes
5.1	Develop the Strengths Based Approach	Agree a workforce development plan which supports the cultural shift to more strengths-based practice while embedding a think family approach	Apr-20		ASC workforce development plan in place	Individual's strengths and personal/ community networks are maximised to enable them to achieve their desired outcomes, thereby meeting their needs and improving or maintaining their wellbeing.	Zak Darwood	WFD	Workforce Development Plan in place for 2019-21 that meets Strengths Based Approach	
		Agree a specific Strengths Based Approach model or models best suited for practice within the City of London	Apr-20		Involvement of ASC staff e.g. Workshop Agree on model or models		Zak Darwood Ian Tweedie	WFD/ ASC	Initial Workshops being planned. On track to agree Model. Some delay in delivery of model due to workforce	Agreed models to be incorporated within workforce development plan
		Deploy Practice Model Development Programme	Start date 01/05/2020		Funding stream identified Learning and Development Programme in place Integration Project (if required) in place		Zak Darwood Ian Tweedie	WFD / ASC	Initial Sessions being coordinated	Deployment cannot commence until Model has been agreed.
		Ensure clarity on the approach across all staff and explore options for involvement of partner agencies.	Apr-21		Policy/Practice framework in place		Ian Tweedie	ASC	Planning has started	
		Ensure MOSAIC electronic case management system supports Strengths Based Approaches	Aug-20		Review current assessment and support planning workflows. Implement identified amendments		Ian Tweedie	ASC	FACE Licences run out in July '20; reseach being undertaken to scope options and tendering.	FACE is software 'bolted-on' to our MOSAIC system. Potential to improve this offer both financially and technically.
5.2	Effective Commissioning of Community Services	Ensuring the ongoing effectiveness of City Connections service	Monitoring		Two full quarterly reports have delivered to the Outcomes Delivery Board which show the pathways from which service users have arrived at the City Connections Service, each of the services to which each service user has been signposted and the outcomes achieved by each service user after intervals of 1, 3 and 6 months. Service users, carers and volunteers are proactively engaged in the co production of events and activities for the next quarter.	Community services are co-produced with active service user involvement in accordance with theme 2 of peer review action plan	Monica Patel	Commissioning	Community falls prevention classes tender underway- joint tender scoring taken place- City contribution £5K p.a. New provider being closely monitored; Contract renewal 3+ 2years.	Outcomes Delivery Board in palce to govern actions
5.3	Development of the City Social Work Practice Education Unit	The City of London develop a Social Work Practice education unit to support new social workers across London	Governance		1. Model identified 2. Risks and benefits identified 3. Budget and resourcing needs identified 4. Links with higher education providers established 5. Evaluation methodology agreed 6. Members report presented 7. Model and implementation agreed	The City becomes a provider of choice for HEIs when placing student social workers on experience placements. Increased number of practice educators on staff team Retain staff due to wider opportunities available.	Zak Darwood	WFD	Overseen in WFD strand	