

**ASC Department Improvement Plan 2023-24**  
**Updated: 29 January 2024**

CQC theme(s)	Actions	Lead(s) & (Governance)	Due Date	Progress Rating	Progress and comments
Working with People	<b>Access to Information, Advice, and Support</b> Website: Review and simplify layout and content Printed Information Pack Service Directory ASC Intranet: Review and development	Steve Pugh (ASC front door project board / Demand Management)	Mar-24	Green	Website: 5 new videos drafted, to be finalised with input from Engagement panel. Comms led audit 44 pages updated, 38 remaining, usage stats will inform changes. Information pack: Ideas Alliance presented feedback, further development work on the new pack starting Feb to finalise content. Service directory: Automation of maintenance in final development stages Intranet: 22 pages reviewed, 9 in progress, 8 to do.
Working with People	<b>CSC Review</b> CSC operating model 3 Conversations approach Signposting resources	Steve Pugh (ASC front door project board / Demand Management)	Mar-24	Green	Focus on implementing technology to direct people who have allocated workers to a search facility to get the allocated worker details/text people with the details - 35-40% of CSC calls are because they need to contact their worker... i.e CSC is just message taking/passing
Working with People Ensuring Safety Leadership	<b>Finance Pathway Improvement programme</b> Performance and process improvement Digitisation of the pathway Client billing improvements.	Steve Pugh Renata Chantrill (FPIP Board)	Mar-24	Amber	7 workstreams. FPIP workshop to take place to re-baseline deliverables and priorities at end Jan. DMT agreed recommendation to move A&D customers to individual accounts. Recovery - focus on backlog reduction, new process guidance, TOM model. E-billing pilot to BAU. Handover - tasks identified. Long outstanding appeals now being processed.
Working with People, Providing Support	<b>Transforming Commissioning Programme</b> Direct Payments (PA) Nursing Care Beds Extra Care provision	Kate Revell Scott Gunn (TComm Board)	Mar-24	Amber	Direct Payments & PAs: Revised DP Factsheets complete, DP Agreements approved. Options for DP staffing structure developed - for approval in Feb 2024. On-line PA register contract, specification and pricing completed, pending legal services review and approval. Nursing Care: New Fee structure and Nursing Band implemented, banded placements are increasing. Options for block beds being explored. Extra Care: 2 New Extra Care providers in place, mitigations being explored for higher risk/complex individuals to support placements. Work is ongoing via SCIP to increase overall capacity.
Working with People Ensuring Safety Leadership	<b>Engagement and Co-production</b> Engagement Panel Obtaining feedback from service users and carers 'Ideas Alliance', co-production pilots ( information/advice pack, and MH Transformation Model)	Christine Collingwood, Jane Simpson Mandy Ewart, Natalie Smith (TBC)	Jan-24	Green	Engagement panel recruitment has been very successful, now has 25 members, recruitment is currently focusing on people from under-represented groups, recent enquiries evidence that information is reaching the target audience. Members of the group have co-produced Direct Payment Factsheets, and are due to look at the information for carers on the LCC web site. Engagement Panel and LD Partnership Board members recently participated in the Assistant Director interview process. Exploring options for a virtual engagement panel and forming focus groups to broaden engagement. Co-production pilots are progressing, the information pack is expected to be finalised January 2024. Following successful workshop the Leicestershire Mental Health Group will consider the recommendations for further sessions and developing stronger partnership working.

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Working with People	<b>Intermediate Care and Reablement</b> With NHS partners develop an intake model for reablement increase the number of people supported at home upon hospital discharge	Tracy Ward, Lisa Carter, Claire Jones (DTDB)	Apr-24	Amber	HART and CRS merger to increase resource capacity progressing, action Plan consultation commenced 8th Jan, on track to be implemented April 2024 Operational processes to be consulted upon with HART managers and other senior staff. Increase in reablement starts being delivered.
Leadership	<b>Internal Communication</b> Staff briefings Senior leaders meet with managers and staff in person Development of staff comms and social media strategies and plans	Sally Brighty (Comms)	Mar-24	Green	Communications workshop held with SLT, and Staff focus groups held in November. Feedback and recommendations from staff focus groups presented to DMT in December, further session with SLT planned for 24 Jan to take forward recommendations. Senior leaders meeting with staff to maintain & increase visibility: JW visited several teams, and will continue visits throughout the year. AD's regularly attend meetings with teams and managers across their services. Dates for monthly 2024 staff briefings have been set and invitations circulated to staff.
Working with People, Ensuring Safety, Leadership	<b>Learning and Development</b> Encourage managers and staff across the Care Pathway to complete mandatory and essential training modules.	Prisca Odunmbaku, Madeleine McNeil	Ongoing	Green	Care Pathway Managers Training toolkit launched May 2023 to support and monitor staff completion of mandatory and work related training. Corporate mandatory training rates increased from 65% in May 2023 to 81% in January 2024. MCA training approach has improved completion rates, evaluation is underway and new training will be commissioned from 2024 to meet identified need. Departmental training completion dashboards are being finalised to support managers to monitor their teams training, launch is planned early 2024.
Working with People	<b>Improving Mental Health Outcomes</b> Working with Partners in the Mental Health Collaborative, and to ensure Mental Health Floating Support and MHWS are fully utilised to improve independence and wellbeing of people in contact with Mental Health services	Griff Jones, Ben Smith	Dec-24	Green	Successful Co-production event held on the 18th September supported by Ideas Alliance. Learning and next steps presented at the Leicestershire Mental Health Group in December. Mental Health Collaborative is currently a shadow collaborative, plan in progress to move towards a formal collaborative. Decision by DMT not to extend the commissioning of Floating Support has necessitated discussions to identify alternative provision through consideration for strengthening the PA market and considering spot commissioning
Working with People	<b>Waiting well</b> Work with regional colleagues to deliver an IMPACT demonstrator to explore how waiting times can be reduced and we can improve people's experience of accessing care	Mandy Ewart	Aug-24	Green	IMPACT surveys for staff and people who drawn on care and support, closed 8th Nov. Teams meetings with staff and people have been held, with focus groups for LLR people who draw on services taking place February 2024, across the ICS footprint. A Steering Group is established to take the work forward. Reports and delivery of change expected summer 2024 - interim information will be provided. LCC is managing waits well compared to regional LAs, PDC now asks people about their wait, this is providing ideas for improvement, such as consistent communication, which will be added to team action plans.

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Providing Support	<b>Partnership-working and Joint-commissioning; CHC and FNC Determinations</b> Improve access to CHC funding for residents. To include dispute resolution, CHC training offer, Disputes Policy to include joint-funded cases. Explore and address low rates of FNC determinations	Heather Pick, Katy Griffith	Apr-24	Green	CHC Training package now being delivered jointly with City and MLSCU. The internal review report done by the MLSCU consultant was not accepted and legal action being considered by City/County and Rutland, independent advice has been obtained from suitably experienced legal counsel. Meanwhile, there has been an increase in awards of CHC, rate improved by 5% in last quarter. Accommodation review team continue to look at SNAs and LAAFS for people in ResCare to see if FNC would be appropriate
Working with People, Providing Support	<b>Working with the Voluntary Sector</b> Map and establish regular, open dialogue with VCSE services which support adults' wellbeing and independence. Support VCSE services to understand A&C's commissioning intentions and bid effectively for contracts.	Rachel Cheney, Kate Revell	Mar-24	Green	Carers Discharge Grant Scheme is in place, managed by VASL . Personal Assistant Register being commissioned with Possability People. Lead Pracs plan to hold Info Sharing & relationship building events with Voluntary Sector organisations in future (Care Pathway Improvement Plan)
Ensuring Safety	<b>Safeguarding</b> Embed the MSP principles in practice via Safeguarding Training Address low safeguarding alert conversion rates Strengthen assurance around timeliness of safeguarding enquiry closure L&R SAB set up Communication and engagement group and extend membership of the Board to social care provider representatives	Prisca Odunmbaku, Griff Jones <b>(Safeguarding Governance Group)</b>	Nov-23	Green	Actions are in the Safeguarding Governance Group Action plan 2023/24, and are being monitored by the group. MSP - data to end of Dec shows increase in people being asked to express their desired outcomes and people who achieve their outcomes (Dec 80%). CSC are improving categorisation of incoming referrals. Ensuring staff follow correct process to open S42 enquiries for all referrals meeting the safeguarding thresholds. Performance data for locality teams safeguarding enquiries has been added to TOM reporting pack for improved performance monitoring.
Providing Support Ensuring Safety	<b>Pathway to Adulthood</b> Corporate review of the Pathway to Adulthood to improve young people's transition to Adults Services and ensure good outcomes and best value for the Council	Claire McWilliams, Rachel Marsh <b>(TBC)</b>	TBC	Green	Data collected to support baselining and diagnostic. Initial workshop held week commencing 8th Jan, governance will be put in place end January. Change Manager expected to start 1st February.
Working with People	<b>Equalities Diversity and Inclusion</b> Ensure people with a BAME heritage, and other groups likely to experience inequalities, enjoy equal access to care and support. Ensure performance reporting enables impact and outcomes for these groups to be monitored	Inderjit Lahel / DEG	Mar-24	Not Started	Initial scoping carried out with the DEG and Corporate colleagues. Detailed scoping required to determine most effective actions to prioritise.
All	<b>Customer Feedback</b> Strengthen mechanisms to obtain routine and informal feedback from people. In-depth lessons log and analysis of Corporate complaints Develop mechanisms to analyse and use the information provided to identify opportunities to change and improve services	Debbie Moore Lead Practitioners <b>(TBC)</b>	Mar-24	Amber	Existing feedback mechanisms mapped. Assessment of the Continuous Satisfaction monitoring form and what it tells us, suggestions for change identified for consideration.2 Proposals being developed to build on existing feedback mechanisms - formal and informal.
All	<b>Better Data Use</b> Consider how data is used at different levels across the dept and if and how this can be improved Including how data is shared with staff to demonstrate changes and their impacts.	TBC	TBC	Not Started	New Item - scope need to be determined

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