

Haringey Adult Social Care Improvement Plan

October 2025



Introduction

The Care Quality Commission (CQC) is the independent regulator of Health and Adult Social Care in England. Its role is to ensure that care services provide people with safe, effective, and compassionate, and high quality care, and to encourage improvement across the system. In 2023, the CQC introduced a new single assessment framework which extends its regulatory oversight to include local authorities, assessing how effectively they discharge their duties under the Care Act 2014.

Haringey was inspected in October 2024, and the report was published on 5th February 2025. Overall Haringey was rated 'requires improvement' (with an overall score of 56). Some areas of strength were evidenced in Safeguarding and in Partnerships and Communities, which were rated as 'good'.

This Improvement Plan aims to build on the progress made to date by providing a clear, phased approach to strengthening the Service and embedding sustainable improvement over the next 2-3 years.

Foreword

"In Haringey, our commitment to supporting our most vulnerable residents is unwavering. This is reflected in the year on year investments that we have made into adult social care despite more than a decade of structural under-funding from government.

"We are also an organisation that is committed to learning when we get things wrong and being honest about what needs to change. We were disappointed with the outcome of the CQC inspection, but we see it as an opportunity to listen and improve. This Plan is about building on the foundations already in place and making that change happen. It is also important to recognise that we are building on some positive areas of practice, that were highlighted by the CQC, in safeguarding and in our partnership working with key stakeholders and with our residents.

"The first year of the Adult Social Care Improvement Plan is focused on setting a strong foundation for ongoing improvement. Our key objectives for the first 12-months will focus on ten priority areas for action:

- ✓ Improving waiting times for assessments and reviews*
- ✓ Improving Information, Advice and Guidance, communications and responsiveness*
- ✓ Strengthening our leadership capacity and implementing our workforce planning approach*
- ✓ Building upon our local offer of care and support in Haringey*
- ✓ Reviewing how we further embed co-production across the Service*
- ✓ Conducting an independent review of how we fulfil our statutory safeguarding functions*
- ✓ Improving complaint handling and embedding learning from complaints*
- ✓ Launching and implementing our co-produced Carers Strategy*
- ✓ Further embedding our locality/neighbourhood-based approach working side by side with NHS and voluntary and community sector partners*
- ✓ Implementing a Workforce Development Strategy*

"This is a demanding time for delivering change. We are responding to increasing need across the borough, driven by an ageing population and the long-term impact of health and wellbeing on care demand. Haringey is also facing financial pressures, with rising adult social care costs being a key factor. Despite these challenges, we are determined to deliver this Plan to strengthen our services - building on what works, continuously learning and evolving to meet changing needs. We are committed to working together with residents, families, carers, staff, and partners to deliver the best possible care and support, helping residents to live independent and fulfilling lives."

Cllr Lucia das Neves, Cabinet Member for Health, Social Care and Well-being

Adult Social Care Improvement Plan

Key: Year one priority Completed

CQC Theme	CQC Quality Statements	Areas of Improvement	Action	Progress Update – Oct 2025	Suggested KPIs	Milestones and Dates	Lead Officer(s)
1: How Haringey Works with People	1.1 - Assessing needs	Improve timeliness and accessibility of Assessments and Reviews	1.1.1 Review demand and capacity within ASC develop business case for staffing requirements to meet increased demand.	In Progress – Working closely with colleagues in Finance and HR, the service has undertaken a staffing review to ensure that capacity is aligned to demand and that roles and responsibilities are clearly defined across the pathway. This staffing review is being finalised by the end October 2025. Recruitment to essential roles is underway. Future requirements will be built into 26/27 budget.	% of Assessments or reviews completed within timescales % reduction in average waiting time for Assessments Volume of outstanding assessments / reviews Average caseload per Social Worker	Oct 2025 - final proposals developed Dec 2025 – recruitment plan implemented March 2026 - 26/27 staffing budget approved	DASS, Head of Service, Development & Improvement Finance Business Partner
			1.1.2 Develop a Target Operating Model for Adult Social Care aligned with demand drivers for service to provide a sustainable service going forward	In Progress – Referral pathways have been redesigned and the front door and safeguarding operating model has been strengthened and new processes have been implemented to manage complaints and ombudsman cases, ensuring more effective handling and improved responsiveness. An external review of the Localities Operating Model has been completed in June 2025 and was presented to the AIB on 8 th Sept 2025. The external partner is now supporting the re-design of the ASC front door and operating model. As part of this	% of Assessments or reviews completed within timescales % of teams operating with agreed caseload thresholds Volume of outstanding assessments / reviews Average caseload	June 2025 – Review completed Sept 2025- Presentation at AIB Sept 2025 November 2025 – New Independence and Early Intervention Service goes live December 2025 – updated ASC Stabilisation Plan in	DASS, Principal Social Worker Head of Service, Development & Improvement and Heads of Localities

				Connected Communities will integrate into ASC to become the Independence and Early Intervention Service from Nov 25. ASC Stabilisation Plan is in place to support the interim period.	per Social Worker	place Autmn 2026 - New operating model implemented (TBC)	
			1.1.3 Undertake an Options appraisal for ASC Reviews. Identify alternative delivery options to complete statutory reviews in a more timely and effective way	In Progress – this was planned summer 2025 but was delayed due to the recruitment of a new interim PSW who will start mid Oct 25. Option to develop a business case to seek to commission external capacity is being developed.	% increase in number of statutory Reviews completed within 12 months Review backlog reduction rate (%) over time	August 2025 - Business case is now delayed until Nov 25 Autmn 2026 – New operating model implemented (TBC)	Principal Social Worker
			1.1.4 Improve financial assessment process including implementing an automated calculation. This will reduce manual processing by the Financial Assessment Team and ensure higher levels of information are provided to residents	In Progress – Initial financial Assessment project commissioned an external provider to help reduce backlog and we are finalising plans to continue with this external support until the additional resources that will be identified as part of 1.1.1 are in place. Digital changes where the financial assessment information will be automatically populated to ContrOCC reducing manual processing effort to be in place by Aug 2026.	Reduction in manual processing time by the Financial Assessment Team % of residents receive draft calculations within 24 hours of submission. % of draft calculations aligning with final assessed outcomes	Dec 2025 – Phase 2 of financial assessment project in place August 2026 - Digital changes in place	Head of Service Development & Improvement Head of Commissioning and Quality Assurance
			1.1.5 Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream, Dedicated CHC Project Improvement of workforce	Complete – CHC project closed, and future requirements have fed into proposal for 1.1.1	Reduction in delayed funding decisions. Income collected	December 2024	DASS Head of Service Development & Improvement

			skills.				
			1.1.6 Digital improvements - Case status update will be visible to service users via the Netcall portal. Manual administration to populate personal details to Liquid Logic will be automated ensuring more of a transparent and efficient journey for residents	In Progress	% of cases with real-time status updates available on Netcall. Reduction in manual data entry tasks into Liquid Logic	August 2026	Head of Service, Development & Improvement Principal Social Worker
	1.2 - Supporting people to live healthier lives –	Strengthen prevention and early intervention	1.2.1 Re-design of the ASC Front Doors, to improve response times to safeguarding concerns and to assessing residents' needs. The new model establishes clear triage processes with dedicated screen capacity with stronger links to community support, Reablement and operational teams with the integration of Connected Communities into a new Independence and Early Intervention Service.	In Progress - Working closely with colleagues in Finance and HR, the service has undertaken a staffing review to ensure that capacity is aligned to demand and that roles and responsibilities are clearly defined across the pathway. A key focus has been on understanding the community support offer available locally and re-aligning the Connected Communities service to a new Independence and Early Intervention Team, so that residents are supported earlier and more effectively. Work has also progressed to map demand patterns and to finalise processes, flows, and interdependencies between each area of the service, ensuring that referrals are directed to the right teams without unnecessary delay. This redesign work is linked to 1.1.2 and is being delivered in partnership an external provider and is on track for completion in November /December 2025. Together, these changes will support a more responsive, efficient, and sustainable service model, improving	% of safeguarding concerns responded to within 24/48 hours Average referral-to-triage time reduced % of referrals correctly directed first time Resident satisfaction with initial contact Reduced demand at Localities Front Doors	November 2025 – New Independence and Early Intervention Service will go live. Refer to 1.1.2 for further timelines and milestones.	Head of Service, Development & Improvement Business Service Manager

				both safeguarding practice and wider adult social care delivery. This also aligns to the Neighbourhood health work being led by the Haringey Borough Partnership and the Health and Wellbeing Strategy.			
			1.2.2 Sustain Reablement performance by development of a performance dashboard for Reablement and improve service data recording for maintaining high success rates of people regaining independence following intervention	In Progress – performance remains on track.	% of service users requiring no ongoing support post-Reablement. Reablement dashboard utilisation rate	March 2026	Head of Service Development & Improvement. Principal Social Worker
			1.2.3 Improve staff recruitment with the Occupational Therapy Team, including apprenticeships to slot into future and current vacancies	In Progress – linked to 1.1.1.	% of OT vacancies filled within a defined period Number of OT apprentices recruited and retained for 6-12 months.		Head of Integrated Care Workforce Development
			1.2.4 Undertake a review of Occupational Therapy delivery model, leading to option appraisal for an enhanced delivery model – ensuring interim support is available for residents awaiting adaptations by providing temporary aids/modifications and commissioned support where required.	In Progress – this has been delayed due to the Community Equipment Provider failure and resources being focused on business continuity and mobilisation of a new provider.	Reduction in average waiting time for OT assessments % of residents receiving interim support within X weeks	October 2025 – this has now been delayed to 2026.	Head of Integrated Care
			1.2.5 Refurbishment of the	In progress – Practical completion	Milestones	Sept 2025 –	DASS

			Canning Crescent clinic to create new Adult Mental Health Facility to strengthen early intervention and prevention offer	achieved. Recovery College are now operational from the site with the North London Foundation Trust and MIND expectation to move in shortly subject to final leases agreements.	complete and operational	Practical Completion October 25 – Recovery College moved Jan 2026	Head of West Locality & Mental Health
			1.2.6 Work with disabled people to explore changes in charging policy for people requiring independent living support	Review underway as part of budget review	Number of disabled people engaged in Co-production activities Satisfaction rate with engagement process. Policy change implementation Number of complaints	April 2026/27	DASS & ASC Lead Member
		Embed consistent person-centred, strength-based practice	1.2.7 Review and update practitioner guidance and communicate changes	Complete / ongoing	Evidence of good practice through case file audits	May 2025	Principal Social Worker
			1.2.8 Develop Learning and Bitesize Learning sessions to reinforce and embed change	Complete / Ongoing – regular training sessions planned	Number of learning sessions delivered Staff participation rate in sessions	September 2025	Principal Social Worker
			1.2.9 Undertake regular audit sample to verify Practice Guidance change is being embedded	Complete – case file audit process in place	Evidence of good practice through case file audits	September 2025	Principal Social Worker
			1.2.10 Improve the effectiveness and efficiency of Panels within ASC by streamlining their purpose, structure and decision-making processes to focus on achieving timely,	In Progress – panel review underway and will report back in early 2026, supported by external capacity	% of cases reviewed and decided within agreed timescales and in accordance with standard operation	March 2026	DASS Heads of Service

			person-centred outcomes		procedures.		
			1.2.11 Undertake a review of Sensory Impairment Support	Not started	Completed Review	2027/28	Head of Integrated Care
		Enhance carer assessments and support	1.2.12 Implement the Carer and Hospital Discharge Toolkit to support better identification of carers	Complete	A step-by-step process for staff involving and supporting carers during discharge planning	July 2025	DASS Head of Service Development & Improvement
			1.2.13 Options appraisal for Carers reviews following Carers review project	In progress – report to be finalised by the end of October 25	Report completion	October 2025	Head of Service Development & Improvement
			1.2.14 Develop a Carers Self-Assessment Referral Form, with the use of AI giving social workers greater context and enable more focused conversations. Referral data will be populated to line up business systems via an automated method reducing manual input. AI content classification will provide an indicative prioritisation for cases with the greatest need or vulnerability	In Progress- in development	Online Referral Form available to use	Summer 2026	Head of Service Development & Improvement Principal Social Worker
			1.2.15 Indicative Financial Assessments – All new referrals via the digital front door will receive an indicative calculation on whether they will be liable for care costs before	In Progress – In development	Online Assessment Form available to use	Summer 2026	Head of Service Development & Improvement Principal Social Worker

			receiving a Carer's Assessment. Further reduction anticipated due to indicative financial assessment				
		Reduce delays in accessing OT equipment & assistive technology	1.2.16 Review performance relating to Occupational Therapy and Major Adaptations and develop action plan to address current backlogs. Review current waiting times and performance for Occupational Therapy and Major Adaptations, develop action plan to address and improve performance.	Not Started	Average waiting times for assessments and major adaptations, along with number of cases exceeding targeted timeframes	2026/27	
		Direct Payments	1.2.17 Review and improve the Direct Payments offer, by simplifying processes, increasing flexibility and strengthening support for both carers and individuals	In Progress – Phase 1 Direct payment project complete. Phase 2 to be implemented in 2026 including the recommissioning of the DP support contract.	Streamlined assessment and payment systems to reduce administration burdens, offering clearer guidance and accessible information and enhancing support through peer networks	2026/27	DASS Head of Commissioning and Quality Assurance
	1.3 Equity in experience and outcomes	Improve access to clear, accessible information and advice. Improve outreach and engagement with seldom heard communities	1.3.1 Refreshed website IAG and community support directory (first iteration). This will include: -Refreshed community directory -Improved navigation to find support in the community -Joined up journey including financial	In Progress – digital front door project in place supported by digital services.	Completion of first iteration User engagement with Community directory along with user satisfaction	2026/27	Head of Service Development & Improvement Principal Social Worker

			considerations -Improved information and advice for unpaid carers -Improved website navigation				
			1.3.2 Access to information, advice and guidance, referral and contact forms will be provided via the virtual assistant in WhatsApp to enable greater digital channel shift amongst users less able to use traditional digital channels.	In Progress – digital front door project in place supported by digital services	Number of users accessing services via WhatsApp Virtual Assistant Completion rate of referral and contact forms via WhatsApp	2026/27	Head of Service Development & Improvement Principal Social Worker
			1.3.3 The integration of a Virtual Assistant which can explain eligibility criteria, signpost users within the referral process to relevant VCS organisations contained in the Community Directory where relevant.	In Progress – digital front door project in place supported by digital services	Accuracy of eligibility information provided Number of successful signposts to VCS organisations	2026/27	Head of Commissioning & Quality Assurance
			1.3.4 Commissioning review of Advocacy service to be undertaken to ensure that they meet statutory requirements in terms of coverage, timeliness and quality and accessibility for residents.	Not started	Compliance with statutory Advocacy requirements Timeliness of Advocacy support provision	Feb 2026 – project to be scoped	Head of Commissioning & Quality Assurance
			1.3.5 Develop a Feedback Impact section on the ASC Website pages, which will inform “You Said, We Did” areas of improvement	Not started	Number of feedback items published User engagement with the Feedback Impact section	March 2026	Head of Service Development & Improvement

		Strengthen understanding of our Diverse Communities & use the data more effectively	1.3.6 Undertake a review of equalities data gathering, identifying gaps particularly in regard to protected characteristics	Not started	Completeness of equalities data across service users Number of identified data gaps and actions taken	June 2026	Principal Social Worker
			1.3.7 Develop Equalities data action plan to improve data collection and embed continuous improvement and monitoring of data accuracy	Not started	% improvement in equalities data recording	June 2026	Principal Social Worker
			1.3.8 Develop and deploy communication plan to increase awareness of ASC aligned to a focus on equity in experience and outcomes	Complete / Ongoing – Communication plan now in place for ASC.	Analysis of comms campaigns	July 2025	Communications Team Principal Social Worker
			1.3.9 Continue to grow our and embed our approach to co-production and via our commissioning Co-production Board and have reached out to Leaders within our seldom heard communities to begin to develop trust and to hear what would make us more accessible and inclusive as a Service.	In progress – Co-production boards are now well established and meeting regularly. DASS and service representatives have attended a number of Community Network meetings.	% of policies/strategies/projects co-produced with residents % of participants who feel their input influenced decisions or outcomes	Ongoing	DASS All Heads of Service
		Enhance translation, accessibility and digital inclusion	1.3.10 Communicate to ASC staff on the new Translation Service,	Complete – corporate and local communication issued	Staff utilisation of the service	May 2025	Principal Social Worker Comms Team
			1.3.11 Review of all existing key documents	Not started – However, any new documents will be translated.	Key documents	2026/27	Principal Social Worker

			required for translation and accessible formats uploaded onto the website and deployed into key community buildings Develop a review and monitoring process for all new public documents being created		available in community languages and accessible formats Review process in place		Business Service Manager
2: Providing Support	2.1 - Care provision, integration and continuity	Expand local care provision to reduce reliance on out-of-borough placements.	2.1.1 Implement actions from Market Sustainability Plan by increasing the number of Care Home beds available, ensuring there is an increase in the number of residents being placed within the Borough	Not started	Net increase in Care Home bed capacity within the borough % of residents placed in Borough	March 2026	Head of Commissioning & Quality Assurance
			2.1.2 Review block contracts arrangements to support more in borough and local placements	In progress – commissioning strategy in development	Number of block contracted beds secured and % of placements made through these contracts	March 2026	Head of Commissioning & Quality Assurance
			2.1.3 Complete a Commissioning review for day opportunities, to enable more adults to access in-house facilities	In Progress – Review is underway and on track. Quick win opportunities identified.	Completion of Commissioning review milestones Increase in number of adults accessing in-house day opportunities	December 2025	Head of Commissioning & Quality Assurance
		Address delays caused by limited capacity in nursing care and supported living markets	2.1.4 Commissioning review for supported living by increasing the number of supporting accommodation beds available in the Borough	Not started	Net increase in supported living bed capacity in Borough	September 2026	Head of Commissioning & Quality Assurance

			2.1.5 Review Capital Programme to identify possible business cases to look at future development opportunities	Not started	% of Capital project aligned with strategic priorities Feasibility assessment completion rate	2026/27	Head of Commissioning & Quality Assurance
			2.1.6 Optimise use of assets and in-house provision by utilising Ermine Road, moving individuals in-house and explore possible expansion	In Progress - Quick win opportunities identified	Reduction in external placement Occupancy/utilisation rate Savings achieved	March 2026	DASS
		Strengthen Market sustainability and development	2.1.7 Review current Reablement support delivery model with the purpose of identifying and developing solutions that will directly reduce long-term care and hospital discharges	In progress - review underway of current services support people to regain independence, focusing on timeliness, effectiveness and use experience. Insights from data and stakeholder feedback with shape improvements to pathways, capacity and outcomes	Reduction in long-term care admissions post-Reablement Reduction in delayed hospital discharges attributed to Reablement	May 2026	Head of Integrated Care
			2.1.8 Complete options appraisal for Reablement support for formal decision on revised model	In Progress- review underway and will report back in early 2026.	Completion of report Number of viable Reablement Model options evaluated	May 2026	Head of Integrated Care
			2.1.9 Improve relationships with providers of Homecare, Nursing, Residential and Supported Living	In progress – we have hosted two sessions with our commissioned providers of Homecare, Nursing, Residential and Supported Living to improve relationships and trust and explore avenues for market development and integrated workforce activities.	Reduction in provider complaints	June 2026	DASS Head of Commissioning
	2.2 - Partnerships & Communities –	To strengthen and sustain collaborative partnerships, ensuring inclusive governance and	2.2.1 Review of the Joint Partnership Board (JPB)	Completed – review complete and final report and co-produced recommendations presented to scrutiny September 2025.	Review report	June 2025	DASS
			2.2.2 Implement the	In Progress – New interim chair	% of	Sept 2026 – update	DASS

		co-produced strategies, reflecting the diverse needs of our residents	outcomes of the JPB review including the recommissioning of the contract	appointed Sept 2025. Contract to be re-commissioned in 2026.	recommendations implemented New structures and governance in place Increased representation within the reference groups Contract in place	to Scrutiny	
			2.2.3 Haringey Borough Partnership's (HBP) – strengthen joint delivery and accountability. Develop and agree a refreshed set of shared plans, outcomes and performance measures for the Haringey Borough Partnership (HBP) and its subgroups, with a focus on integrated neighborhood-based approaches and delivery Enhance resident and voluntary sector involvement in shaping local improvements	In Progress – we are now part of a 'Integrator Alliance' with the Whittington and Haringey GP Federation to support the development of neighborhoods this will include the VCS. A further review of HBP including a refreshed set of shared plans, outcomes and performance measures will be progressed in 2026 once we understand the impact of the changes to the ICB and national policies, Section 75 agreements will be updated in 2026/27 and BCF arrangements are likely to continue in 26/27 before a wider review in 27/28. Integrated Workshops delivered in to explore opportunities for Health, Social Care and VCS to work more closely • Whittington Health and Social Care. • Avoidable Hospital Admissions	BCF metrics Completion of updated joint actions plans Tracking of outcomes and performance metrics by way of a Dashboard	Jan 2027	DPH DASS Corporate Director
			2.2.4 Develop a process to ensure that a summary report is developed and circulated after each consultation or co-production event	In Progress	Report completed and circulated in a timely manner. Stakeholder satisfaction with summary reports	October 2025	Head of Service Development & Improvement Business Service Manager

			2.2.5 Develop a co-produced Carers strategy	Completed - Carers Coproduction Group formed in April 2025 and number of projects underway. Further work to establish connection to new carers strategy and reference group when implemented. Carers Strategy has finalised and will be taken to Cabinet in November	Carers strategy published	November 2025	DASS
			2.2.6 Implement Carers strategy	In progress – work to commence post approval of the strategy at Cabinet in November.	Number and proportion of carers identified and registered, uptake of carers assessments, support plans, timeliness of assessments and reviews and carers satisfaction and quality of life through surveys etc.	November 2026	DASS
			2.2.7 Strengthen partnership arrangements post-ICB establishment by identifying potential additional areas for integrated working	In Progress - Integrated Workshops held in October to explore opportunities for Health, Social Care and VCS to work more closely - Whittington Health and Social Care. - Avoidable Hospital Admissions	Integrated working initiatives identified and implemented with stakeholder engagement and satisfaction score	January 2026	Heads of Service ASC
3. How do we ensure safety within the system	3.1 - Safe pathways, systems and Transitions	Development on Transitions pathways	3.1.1 Review and identify Improvements in transitions for younger adults. Promoting wellbeing and independence and finding innovative solutions to meet their needs and enhance their autonomy.	In Progress – Transition Programme in place, overseen by Transitions Board and chair by DASS / Director of Safeguarding & Social Care (Children's Services) Also links to the wider Preparation of Adulthood workplan.	% of young adults transitioning to education, volunteering or employment. Young Adult Wellbeing and Independence	March 2026	DASS Director of Safeguarding & Social Care (Children's Services)

			This may be through education, volunteering opportunities and paid employment	Partners in Care and Health are also doing an independent review of our transitions programme.	scores based on surveys and assessments		
			3.1.2 Develop and implement plan to embed recommended improvements identified in review of Hospital discharge pathways, Reablement and Admission avoidance activities	In Progress – Significant improvements seen in this area and further work underway. Admission avoidance workshop held with partners, VCS reps and residents in Oct 2025 and action plan developed. 3/5 BCF metrics are green, 2 amber but showing steady progress.	Reduction in delayed discharges and Reablement success rates increased by X and avoidable admission rate. Links also to BCF metrics.	December 2025	Head of Integrated Care
			3.1.3 Review of young people's transition interim model and options appraisal for a future delivery model for young people's transitions to be developed and embedded into service operations following review	In Progress- Partners in Care and Health are also doing an independent review of our transitions programme.	Completion of options appraisal and implementation plan with % of services adopting a new transition model	January 2026	Heads of Service ASC
		Enhance partnerships across multi-agencies to support safer pathways	3.1.4 Develop and implement contingency and Business continuity plans (with multi-agency input) to address any gaps identified following review	A structured multi-agency approach will be taken to develop and implement robust contingency and business continuity plans. Governance arrangements are being established to provide clear accountability. Plans will include roles, responsibilities, communication protocols, escalation routes and recovery arrangements.	Updated plans in place	December 2026	Business Service Manager
	3.2 -Safeguarding –	Safeguarding referral updates and communications	3.2.1 Safeguarding mailbox management and AI classification. Safeguarding referrals will receive an initial RAG rating to assist prioritisation	In Progress – to be scoped as part of digital solution	% of safeguarding referrals RAG rated within target timeframe with CRM recording compliance rate. Increase in	August 2026	Head of Service Development & Improvement Principal Social Worker

			of urgent referrals. All safeguarding referrals will be recorded in a CRM enabling improved visibility of repeat contact and ensures communications levels are tracked monitors, enabling a 100% response rate to partners, agencies and residents via manual responses and automated workflow		response rate to referrals and communications and fewer complaints		
			3.2.2 A comprehensive Safeguarding Review has been commissioned to evaluate the effectiveness of current safeguarding arrangements across adult social care. The review focuses on how well the local authority, and its partners identify, respond to, and learn from safeguarding concerns. Central to this work is the introduction of the Safeguarding Circle — a structured, multi-agency forum designed to strengthen oversight, improve collaboration, and ensure a shared focus on “Making Safeguarding Personal.” The Circle brings together key stakeholders to review complex cases, share learning, and identify system-level improvements in a proactive and coordinated way.	The outputs of this review will include clear governance structures, improved information-sharing protocols, and enhanced multi-agency learning loops to drive practice improvements. We expect to see more consistent and timely responses to safeguarding referrals, improved engagement with people and partners following concerns, and better use of data to identify trends and inform targeted action.	Completed Review	January 2026	DASS Principal Social Worker Head of East Locality & Safeguarding

4. Leadership	4.1 - Governance, management & sustainability –	Workforce capacity	4.1.1 Workforce alignment to be agreed with Finance to ensure staffing and funding are correctly aligned.	Complete	Confirmed establishment structure, aligned to budget	July 2025	Head of Service Development & Improvement Finance Business Partner
			4.1.2 Appointment of ASC Deputy DASS to strength Service resilience and leadership capacity.	In Progress – internal approval underway.	Postholder in place	November 2025	Corporate Director of Adults, Health and Housing and Director of ASC.
			4.1.3 Review and improve induction, exit tracking and interview process, to include performance management,	Partially Complete – review of induction training is underway.	Processes in place and continually monitors and evaluated. Further work needed on performance management which will be supported by our HR colleagues	January 2026	Principal Social Worker Business Service Manager HR Business Partner
			4.1.4 Ensure safeguarding training is mandatory and that all staff including managers complete training and safeguarding competencies	In Progress/Completed – All safeguarding training is mandatory	Monitored through data and My Conversations	Ongoing	Principal Social Worker Workforce Development Manager
		Financial Management	4.1.5 Review and improve corporate debt collection, update policies, establish governance structures to maximise income and improve forecasting information	In Progress – ASC debt plan in place and working with an external provider to support the process. Additional capacity scoped as part of staffing and budget proposal.	% increase in debt recovered, reduction in aged debt and budget variance within tolerance levels	December 2025	DASS Head of Commissioning and Quality Insurance

			4.1.6 Deliver targets saving through service and process redesign, by embedding CHC processes, use of Direct Payments, renegotiate contracts and reduce duplication	In Progress – Significant progress has been made in this area resulting in additional income regarding CHC and a steady increase in direct payments.	Savings achieved v target. % increase in CHC funded cases Update of Direct Payments % reduction in duplicated packages	March 2026	DASS
		Performance Management & Data	4.1.7 Develop a performance dashboard and communication cascade, to provide updates as appropriate.	In Progress – initial dashboard developed with further enhancements planned.	Performance Dashboard in place, which informs performance accurately in all areas of the service, which can be fed into workforce development and staff supervisions	Dec 2025	DASS
			4.1.8 Ensure senior leaders and Councillors receive concise, relevant performance data (with breakdowns by locality, user groups, etc.) on a routine basis to inform decisions	In Progress – data will be presented in Cabinet Member 1:1's and through the improvement board.	Timeliness of performance data reports, with data coverage and granularity score Stakeholder satisfaction with data quality and usefulness	Dec 2025	DASS
		Risk	4.1.9 Develop and update risk register to include high risks with mitigation plans and incorporate into performance management process	In Progress – Risk registers are updated on a regular basis which can then be tracked to whether controls and improvement actions are being delivered, escalating emerging risks that may affect performance targets	% of high / medium risks with up-to-date action plans, delivered to schedule, frequency of risk reviews completed on time	June 2025	Business Service Manager Heads of Service ASC
		Equality	4.1.10 Workforce Race Equality Standard action plan deployment to be included in plan once	Complete	Action Plan Deployed	July 2025	Workforce Development HR Business

			developed and agreed				Partner
	4.2 - Learning, improvement and innovation	Development of a digital offer	4.2.1 Demand triage and contact management through a combination of Voice Bot, IVR and AI content classification, inbound contacts will be routed to the correct team removing manual processing by Community Care Officers. Manual triage of emails via Outlook will be removed.	In Progress – digital solution business case and options developed as part of the service modernisation programme and will now go through governance routes for approval.	Digital solution implemented and benefits realised	Timeline TBC	Head of Service Development & Improvement Principal Social Worker DASS
		Development of co-production	4.2.2 Continue to develop our co-production work through our Commissioning Co-production Board and working collaboratively with the Joint Partnership Board	In Progress - Commissioning Co-production Board, Carers Co-production Group meet regularly. – this governance will be strengthened going forward through the Joint Partnership Board and its' 8 Reference Groups.	Number of co-production activities held with good implementation rate of co-produced recommendations	March 2026	Director of Adult Social Care Commissioning Programme Manager
		Innovation	4.2.3 AI transcription will take meeting minutes and complete draft care assessments. AI document summarisation will reduce review time for longer documents such as customer complaints. AI redaction may enable some time savings for SAR and other data requests	In Progress – AI trail underway and evaluation due with plan for implementation by March 2026.	Benefits realization tracker as part of project.	March 2026	Head of Service Development & Improvement Principal Social Worker