



Transforming Social Care in Sefton

HEALTH AND SOCIAL CARE DIRECTORATE SERVICE PLAN 2009/10 – 2011/12

Authorised by Charlie Barker - Director of Health and Social Care
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DIRECTORATE SERVICE PLAN

CONTENTS	Page
INTRODUCTION & SEFTON COUNCIL CORPORATE STRATEGIC AIMS (1-8)	3
ROLE AND AIMS OF THE SERVICE	4
TRANSFORMING SOCIAL CARE	8
LEGISLATIVE POWERS TO PROVIDE SERVICES	9
THE OUTCOMES OF SOCIAL CARE	10
THE DIRECTORATE'S SEVEN SERVICE OBJECTIVES	11
KEY ISSUES FACING THE DIRECTORATE	12/13
ALLOCATION OF FINANCIAL RESOURCES	14
DIRECTORATE ORGANISATIONAL STRUCTURE	15
STRATEGIC ACTIONS FOR 2009/10 – 2011/12	16-19
ANNUAL DIRECTORATE SERVICE PLAN 2009/2010	20-36
PERFORMANCE INDICATORS NATIONAL PRIORITIES 2009/10	37/38
SEFTON'S STRATEGIC OBJECTIVES (1-31)	39
CONTACT DETAILS	40

INTRODUCTION

This plan sets out the main areas of work for the Health and Social Care Directorate over the next year, as part of the Performance Management Framework of the Council. The Health and Social Care Directorate is required to produce a Service Plan. The Plan provides a mechanism whereby the corporate objectives of the Council are translated into key tasks for front line service delivery. The Plan is linked to the Council Corporate Plan and sets out key information on the priorities, targets and responsibilities. The Plan is supported by service and team plans.

The Senior Management Team formally review progress made on the Directorate plan on a quarterly basis. Service and Team plans are based on the objectives contained in the Directorate plan. Members of staff are expected to be involved and to contribute to the service and team planning process thereby ensuring active participation in the delivery of the objectives.

Sefton Council Strategic Aims (CSA 1-8):

1. Creating a Learning Community
2. Children and Young People
3. Creating Safe Communities
4. Jobs and Prosperity
5. Improving Health and Well Being
6. Environmental Sustainability
7. Creating Inclusive Communities
8. Improving the Quality of Council Services and Strengthening Local Democracy

ROLE AND AIMS OF THE DIRECTORATE

Our Vision Statement

To ensure through effective leadership and commissioning, the provision of quality user-led services that are delivered in partnership to support and promote the independence, health, wellbeing and choices of adults whilst respecting dignity and having zero tolerance of all forms of discrimination and abuse.

We will do this through working in partnership with other organisations to listen to the citizens of Sefton and act so that they can:

- Stay safe;
- Remain healthy and well;
- Live free from discrimination and harassment;
- Exercise choice and control;
- Live as independently as possible.

Role of the Directorate

The Health and Social Care Directorate commissions appropriate services for adults and carers. The aim of the organisation is to meet individual needs in a manner underpinned by a set of service objectives, which have been developed in accordance with Sefton Council's Corporate Plan. The Health and Social Care Directorate works closely with other statutory and non-statutory organisations in order to fulfil its role.

In order to deliver on Government targets, the Directorate is required to produce a number of planning documents of its own, and in conjunction with the health sector. Joint working on planning targets is encouraged by the National Service Frameworks and the requirements of 'Our Health, Our Care, Our Say' – A New Direction for Community Services White Paper 2006. The Local Delivery Plan, which is produced by NHS Sefton, also requires the Health and Social Care Directorate to work jointly to deliver the required progress towards targets.

The Health and Social Care Directorate:

- is committed to assessing and meeting the needs of adults and carers;
- enables service users to pursue self-assessment and encourage control over care plans, promote Individual Budgets and Direct Payments;
- undertakes the operational processes of assessment and care management and carries out statutory duties such as Approved Social Work;
- continues to develop a clear Commissioning Strategy, in partnership with the Primary Care Trust and other agencies, to facilitate both collective and individual assessed needs of vulnerable adults in the Borough of Sefton;
- in partnership with Health, and as a result of joint commissioning to focus on facilitating the needs of Sefton citizens;
- promotes healthy living in partnership with Public Health:

Services for Vulnerable Adults

The Health and Social Care Directorate offers support to vulnerable adults in a wide range of circumstances. Most of the support provided assists people to regain and maintain their independence, so that they can continue to live in their own homes and communities, if possible. The Directorate aims to offer a wide range of high quality support to service users and carers in a non-discriminatory way. The Directorate, together with its partners in the health service and the voluntary and private sectors combine to arrange a diverse range of services.

These include:

- Customer Access, Assessment and Care Management including the Single Assessment Process and Self-Assessments;
- Day support;
- Short-term care and residential care;
- Re-enablement support teams providing domiciliary (home) care;
- Intermediate Care;
- Respite care;
- Community Meals;
- Supporting People.

The above services are provided to the following groups:

- Older People and adults with long-term health conditions;
- Adults with learning disabilities;
- Adults with mental health problems;
- Adults with physical disabilities or sensory impairment.

Central Services

The Central Services Division provides a business support service to the Directorate. It also provides some services direct to service users, carers and the public. The Central Services Division consists of:

- Planning, Performance & Information;
- Contracts & Commissioning;
- Human Resources;
- Finance;
- Welfare Rights;
- Workforce Development;
- Direct Payments;
- Supporting People;
- Careline Service;
- Telecare / Assistive Technology
- Home Improvement Grants;
- Occupational Therapy / Sensory;
- The Joint Community Equipment Service.

In addition to the above, Central Services is responsible for commissioning I.T from Avarto.

Transforming Social Care

Adult Social Care in Sefton is in the process of implementing a major change, which will transform the way services are provided to some of the most vulnerable people in the borough.

As part of Government legislation, service users and their families are seeing services becoming more 'personalised' as they exercise choice and control over the support they receive.

It is expected that all individuals eligible for publicly funded adult social care will have a personal budget. This will be a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and well-being.

Having an understanding of what is available will enable people to use resources flexibly and innovatively, no longer simply choosing from an existing menu, but shaping their own menu of support.

This means a service user in Sefton will be able to take all or part of their personal budget as a direct payment, to pay for their own support either by employing individuals themselves or for purchasing support through an agency.

Others may wish, once they have decided on their preferred care package, to have Sefton Council continue to pay for this directly. The approach, which may be a combination of both, will depend on what works best for them. The major emphasis will be on giving people "choice and control" over their health and well-being. However, the transformation of social care is not just about choice and control. The Government wants adult social care to also focus on early intervention and prevention, the application of universal services and the development of access to wider community resources. Sefton has already met Government targets to date in relation to the transformation of social care but further work will take through to 2011. Further information regarding Transforming Social Care can be found at <http://www.sefton.gov.uk/Default.aspx?page=8980>

LEGISLATIVE POWERS TO PROVIDE SERVICES

- Care Standards Act 2000
- Carers (Recognition and Services) Act 1995
- Carers and Disabled Children Act 2000
- Chronically Sick and Disabled Persons Act 1970
- Community Care (Delayed Discharges etc.) Act 2003
- Community Care (Direct Payments) Act 1996
- Disabled Persons (Services Consultation and Representation) Act 1986
- Local Authority Social Services Act 1970
- National Health Service and Community Care Act 1990
- Valuing People White Paper 2001
- Mental Health Act 1983
- Mental Health (Patients in the Community) Act 1995
- Carers (Equal Opportunities) Act 2004
- Disability Discrimination Act 1995
- Our Health, Our Care, Our Say - A New Direction For Community Services (White Paper 2006)
- Data Protection Act 1998
- Freedom of Information Act 2000
- Supporting People Programme Grant & Conditions 2003 (updated on an annual basis)

THE OUTCOMES OF SOCIAL CARE

The 'Our health, Our care, Our Say' White Paper 2006 set out a vision to provide people with good quality social care and NHS services in the communities where they live. NHS services are half way through a 10 year plan to become more responsive to patient needs and prevent ill health by the promotion of healthy lifestyles. Social Care services are also changing to give service users more independence, choice and control.

The White Paper Outcomes:

1. **Improved health and emotional well-being;** Adults in the borough area have good physical and mental health. Healthier and safer lifestyles help lower their risk of illness, accidents and long term conditions. Fewer people need care or treatment in hospitals and care homes. Adults who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support.
2. **Improved quality of life;** Adults who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighbourhood. They are able to have a social life and to use leisure, learning and other local services.
3. **Making a positive contribution;** People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organisations are thriving and accessible. Organisations for people who use services and carers are well supported.
4. **Exercise choice and control;** People who use services and their carers are supported in exercising control over personal support. People can choose from a wide range of local support.
5. **Freedom from discrimination and harassment;** People who use services and their carers have fair access to services. Their entitlement to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighbourhoods.
6. **Economic well being;** People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment
7. **Personal dignity and respect;** People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserves dignity and respect, helps them to be comfortable in their environment, and supports family and social life.

Additional performance domains:

8. **Leadership;** People from all communities are engaged in planning with councillors and senior managers. Councillors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce.
9. **Commissioning and use of resources;** People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value.

DIRECTORATE SERVICE OBJECTIVES (DSO 1-6)

1. To give service users maximum choice and control over care and major decisions that affect their lives.
2. To protect the rights and promote the independence and interests of service users and carers.
3. To commission and provide flexible, needs-led services to service users and carers and enhance their quality of life whilst protecting them as far as possible, from danger and harm.
4. To offer, through a valued and appropriately trained workforce, a responsive and effective service to all service users and carers.
5. To work in partnership with service users and carers, other council departments, statutory agencies, health and independent providers to develop and offer a range of efficient, effective and consistent services across the borough.
6. To promote equality, community cohesion, social inclusion and sustainability in all the activities of the Directorate and its commissioned services.

KEY ISSUES FACING THE DIRECTORATE

Changes in corporate priorities that may impact on service:

Any material change in resources:

- Resource constraints: 3-year revenue forecast – effect on service provision?

Changes in legislation/implementation of any Government strategies:

- 'Our Health, Our Care, Our Say' – A New Direction for Community Services White Paper 2006
- Commission for Social Care Inspection's Annual Quality Assurance Audit
- Strong & Prosperous Communities – Local Government White Paper 2006
- A Stronger Local Voice – Dh 2006
- Impact and outcome of Sefton Council's Major Service Review
- Safeguarding Adults guidance
- Joint Commissioning guidance (Dh 2006)
- CRILL (Capturing Regulatory Information at the Local Level) Dh 2006
- Supporting People Programme – Lesley?
- Charging policy
- Communication: internal and external to the Directorate
- Workload issues – volume of Government initiatives
- Freedom of Information Act 2000 / Data Protection Act 1998
- Access to information
- Race equality and human rights legislation
- Valuing People Now White Paper
- Direct payments / Individual Budgets
- Equality Standard for Local Government
- The Disability Equality Scheme
- Consultation/ Involvement / Engagement
- Social Care Reform (Transformation of Social Care Dh 2008)
- Continuing Healthcare
- The Race Equality / Gender Equality Strategy
- Delivering Race Equality in Mental Health

Key Issues continued

Changes to national performance indicators or targets:

- Increased emphasis on outcome based performance indicators

Actions arising out of service reviews:

- Implementation of the revised Assessment & Care Management Review – Care Management Team in place.

Changes in working practices or best practice:

- Managing the care market
- The formation of a new Council owned company for the provision of social care services
- Performance management and the development of outcome based indicators
- Annual Quality Assurance Assessment (CSCI)
- Human resources issues such as staff recruitment and retention and staff training and development
- Information and information technology changes

Requirements to develop partnerships or change existing arrangements:

- To deliver integration aspects of the White Paper 'Our Health, Our Care, Our Say' White Paper 2006
- Establishment of a Joint Executive Group between Health & Social Care & Sefton NHS to further joint working and integration.
- Use of Health Act flexibilities/pooled budgets for certain services to facilitate joint working with partner organisations
- To take account of the outcomes of the Sefton MBC Governance Review
- Proactive working with the voluntary sector

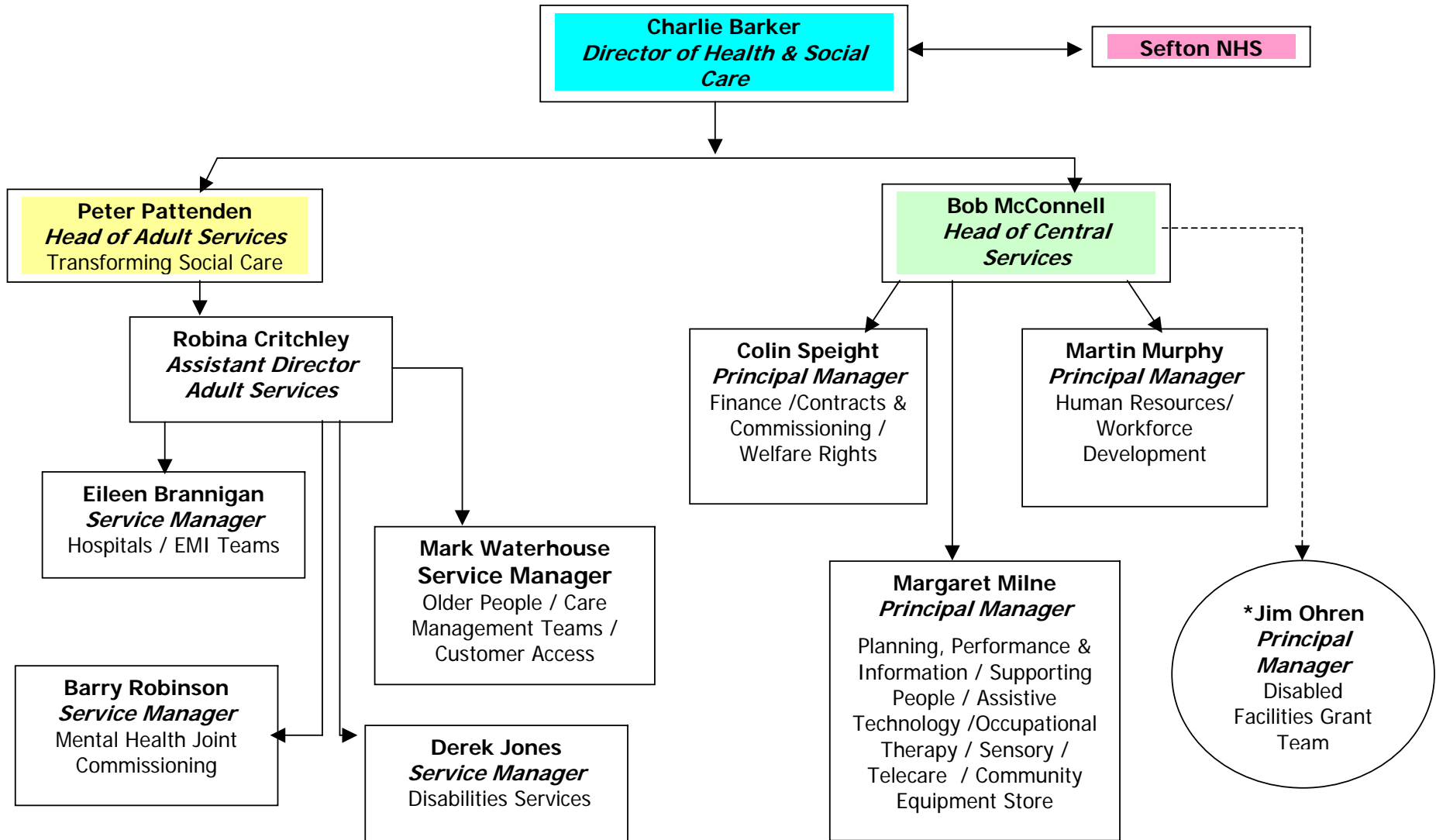
Changes required in order to meet e-government targets:

- IT system implementation and integration and training
- Civil Contingencies Act 2004 – expectations on Business Continuity Plan

ALLOCATION OF FINANCIAL RESOURCES

This information will not be available until the end of April 09

DIRECTORATE ORGANISATIONAL STRUCTURE



STRATEGIC ACTIONS FOR 2009/10 – 2011/12

ACTION SA1.

Council Strategic Aim	Improving Health and Well Being (CSA5)
Strategic Objective	Improve the effectiveness of service delivery and outcomes for older people and vulnerable adults (CSO11)
Service Objective	To work in partnership with service users and carers, other council departments, statutory agencies, health and independent providers to develop and offer a range of efficient, effective and consistent services across the borough (DSO5)
Links to cross-cutting initiatives	The Sefton Joint Strategic Needs Assessment
Links to external plans	NHS Sefton Directorate Service Plans
Details of past audits / inspections	-
Action required	To implement issues arising from the JSNA, based on the views of the public as part of the analysis of engagement and consultation.
Authorising Officer(s)	Charlie Barker – Director of Health & Social Care, Dr Janet Atherton – Director of Public Health
Lead Officer(s)	Peter Pattenden – Head of Adult Services
Resource implications	Within existing resources
Timescale	March 2011
Success Criteria	Successful implementation of the outcomes of the JSNA
Standard	'Our Health, Our Care, Our Say' A New Direction for Community Services White Paper 2006.
Evaluation / monitoring	Incremental progress to be monitored by Senior Officers on a regular basis
Relevant Performance Indicators	NI 119, NI 130, NI 133, NI 136, NI 139, NI 145, NI 146

Related Activities

1	The development of a 'No Wrong Door' Policy that will ensure all staff take responsibility to direct and signpost callers to the Directorate to appropriate services.
2	In partnership with the 3 rd and Independent Sectors, the development of a Sefton-wide Network and Community database/catalogue with details of preventative / early intervention services.
3	To work in partnership with NHS Sefton to implement the recommendations arising from the review of Advocacy services in the borough.

STRATEGIC ACTIONS FOR 2009/10 – 2011/12

ACTION SA2.

Council Strategic Aim	Improving Health and Well Being (CSA5)
Strategic Objective	Improve the effectiveness of service delivery and outcomes for older people and vulnerable adults (CSO11)
Service Objective	To work in partnership with service users and carers, other council departments, statutory agencies, health and independent providers to develop and offer a range of efficient, effective and consistent services across the borough (DSO5)
Links to cross-cutting initiatives	-
Links to external plans	Directorate Service Plans
Details of past audits / inspections	-
Action required	To implement Government guidance in relation to Transforming Social Care, LAC Dh (2008), by planning and implementing a range of personalised services and processes, in partnership with a wide range of local and regional stakeholders.
Authorising Officer(s)	Charlie Barker – Director of Health & Social Care
Lead Officer(s)	Peter Pattenden – Head of Adult Services
Resource implications	Within existing resources
Timescale	March 2011
Success Criteria	To implement Phases Two and Three of the Transforming Social Care Agenda.
Standard	'Our Health, Our Care, Our Say' A New Direction for Community Services White Paper 2006. 'Putting People First' Dh 2007 'Transforming Social Care Dh LAC Circulars 2008/2009
Evaluation / monitoring	Incremental progress to be monitored by Senior Officers on a regular basis. Implementation monitored by the Department of Health and the Care Quality Commission.
Relevant Performance Indicators	NI 119, NI 130, NI 133, NI 136, NI 139, NI 145, NI 146

STRATEGIC ACTIONS FOR 2009/10 – 2011/12

ACTION SA3.

Council Strategic Aim	Improving Health and Well Being (CSA5)
Strategic Objective	Improve the effectiveness of service delivery and outcomes for older people and vulnerable adults (CSO11)
Service Objective	To work in partnership with service users and carers, other council departments, statutory agencies, health and independent providers to develop and offer a range of efficient, effective and consistent services across the borough (DSO5)
Links to cross-cutting initiatives	-
Links to external plans	Directorate Service Plans / NHS Sefton Plans
Details of past audits / inspections	-
Action required	Explore closer working arrangements with Health to enhance Joint Commissioning
Authorising Officer(s)	Charlie Barker – Director of Health & Social Care / Deborah Jones – Director of Commissioning & Service Improvement (Sefton NHS)
Lead Officer(s)	Peter Pattenden – Head of Adult Services, Bob McConnell – Head of Central Services
Resource implications	Within existing resources
Timescale	March 2010
Success Criteria	Production of a Joint Commissioning Strategy across the Council and NHS Sefton
Standard	World Class Commissioning Standards and guidance
Evaluation / monitoring	Incremental Progress to be monitored by the newly created Joint Executive Group
Relevant Performance Indicators	NI 119, NI 125, NI 127, NI 128, NI 131, NI 132, NI 137

STRATEGIC ACTIONS FOR 2009/10 – 2011/12

ACTION SA4.

Council Strategic Aim	Improving the quality of Council Services and Strengthening Local Democracy (CSA8)
Strategic Objective	Improve the efficiency and cost effectiveness of services (CSO29)
Service Objective	To give service users maximum choice and control over major decisions that affect their lives (DSO1) and, To protect the rights and promote the independence and interests of service users and carers (DSO2)
Links to cross-cutting initiatives	-
Links to external plans	-
Details of past audits / inspections	Audit Commission Inspection - November 2007
Action required	To maintain good performance and review the SP five-year Strategy with regard to a needs analysis on a six monthly basis via the North west regional Group and to re-align strategic priorities as necessary.
Authorising Officer(s)	Bob McConnell – Head of Central Services
Lead Officer(s)	Margaret Milne – Principal Manager
Resource implications	Within existing resources
Timescale	Evidence of continuous improvement via regular reporting mechanisms
Success Criteria	Implementation and maintenance of strategy
Standard	Government guidance
Evaluation / monitoring	Progress to be monitored by the Senior Management Team on a quarterly basis
Relevant Performance Indicators	Local Area Target

1 ANNUAL DIRECTORATE SERVICE PLAN 2009/2010

Corporate Strategic Aim (CSA 1-8)	CSA 5
Council Strategic Objective (CSO 1-31)	CSO 11, 12, 26, 29
Social Care Outcomes (SCO 1-9)	SCO 1, 2, 4, 7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	Implementation of Government Policy 'Transforming Social Care' LAC Dh (2008) 1 LAA targets Sefton Equalities Strategy
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	Continue to meet targets set by CSCI and Central Government regarding Implementation of Government Policy 'Transforming Social Care' LAC Dh (2008)1 and Dh LAC (2009) 1
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Peter Pattenden, Head of Adult Services
Other Responsible Officers	Work Stream Leads, L. Fashioni, J. Roxburgh
Resources	In part via Government grant and within existing resources
Deadline	March 2010 (Phase 2)
Success Criteria / Outcomes	Total implementation and Social Care Reform
Standards	Our Health, Our Care, Our Say Dh2006, Transformation of Social Care LAC Dh (2008) 1 / LAC (2009) 1, Putting People First.
Monitoring & Evaluation	Quarterly via the Senior Management Team
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 127, NI 130, NI 136, NI 139

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To meet local and national targets as set by the CQC and Central Government	Peter Pattenden	March 2010
2. To implement phase two of the Transforming Social Care Project Plan	Peter Pattenden	March 2010
3. Monitoring and reviewing of progress in relation to Transforming Social Care	Peter Pattenden	March 2010

2

Corporate Strategic Aim (CSA 1-8)	CSA3
Council Strategic Objective (CSO 1-31)	CSO 11,12
Social Care Outcomes (SCO 1-9)	SCO1,2,9
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	Supporting People Inspection by The Audit Commission – November 2007
Overall Action Required (This action should be outcome focused, split into “SMART” activities and detailed in the table below)	To ensure that Supporting People funding is a contributory factor in ensuring that vulnerable parents are supported, thereby minimising the risk of harm to children.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Margaret Milne, Principal Manager
Other Responsible Officers	Lesley McCann, Supporting People Manager
Resources	Within existing Supporting People resources
Deadline	March 2010
Success Criteria / Outcomes	The analysis of outcomes for service users and their families can demonstrate that implementation of Safeguarding Adults procedures have improved vulnerable adults quality of life.
Standards	Supporting People and Safeguarding Adults guidance.
Monitoring & Evaluation	Via the Senior Management Team on a quarterly basis
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 128, NI 141

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To ensure that within the Quality Assurance Framework, that relevant policies and procedures are up-to-date and effective.	Margaret Milne	Review at March 2010
2. To maintain the independence of teenage and young parents by commissioning housing related support services.	Margaret Milne	Review at March 2010

3

Council Strategic Aim	CSA3,5
Council Strategic Objective	CSO 11, 25,29
Social Care Outcomes (SCO 1-9)	SCO 1,2,7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To ensure that Assistive Technology promotes recovery, independence, health and wellbeing as well as the development of personalised care services that promote choice and control for people in need of care and to assist in the delivery of effective and efficient services.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officers	Bob McConnell, Head of Central Services
Other Responsible Officers	Margaret Milne, Principal Manager
Resources	Within existing resources and via income from Assistive Technology business.
Deadline	March 2010
Success Criteria / Outcomes	Increased numbers of people accessing Assistive Technology
Standards	Putting People First Dh 2007
Monitoring & Evaluation	Quarterly via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 119, NI 136,NI 139,

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To ensure that within the Quality Assurance Framework, relevant policies and procedures are up-to-date and effective.	Margaret Milne	Review at March 2010
2. To maintain the independence of teenage and young parents by commissioning housing related support services.	Margaret Milne	Review at March 2010

4

Council Strategic Aim	CSA3
Council Strategic Objective	CSO 11, 25,29
Social Care Outcomes (SCO 1-9)	SCO1, 2, 9
Does this Action Plan Link to any crosscutting Government or local initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	Supporting People Inspection by The Audit Commission – November 2007
Overall Action Required (This action should be outcome focused, split into “SMART” activities and detailed in the table below)	Via the Supporting People Strategy, to create efficiencies by increasing capacity and commissioning increased floating support subsequent to available funding.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell, Head of Central Services
Other Responsible Officers	Margaret Milne, Principal Manager
Resources	Within existing Supporting People resources
Deadline	March 2010
Success Criteria / Outcomes	Creation of efficiencies and increases in capacity
Standards	Supporting People legislation
Monitoring & Evaluation	Via the Supporting People Core Commissioning Group on a monthly basis
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 141, 142

Activities (Please list all the activities relating to this Action Plan)	Lead Officer	Deadline
1. To explore the gaps in service provision that require increases in capacity.	Margaret Milne	March 2010

5

Council Strategic Aim	CSA3
Council Strategic Objective	CSO 11,12
Social Care Outcomes (SCO 1-9)	SCO1, 2,9
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To ensure the financial sustainability for Housing Related Support Services via the Supporting People Specific Grant.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell, Head of Central Services
Other Responsible Officers	Margaret Milne, Principal Manager
Resources	Within current resources
Deadline	March 2010
Success Criteria / Outcomes	Financial sustainability of the Supporting People programme.
Standards	Supporting People legislation
Monitoring & Evaluation	Quarterly via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 141, 142

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To evidence the performance and impact housing related support has on the community.	Margaret Milne	October 2009

Council Strategic Aim	CSA 5	
Council Strategic Objective	CSO 11,12,25	
Social Care Outcomes (SCO 1-9)		
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	Transforming Social Care in Sefton	
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-	
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To increase the number of people receiving self-directed support	
Authorising Officer	Charlie Barker, Director of Health & Social Care	
Lead Officer	Robina Critchley, Asst Director of Adult Services	
Other Responsible Officers	Derek Jones, Mark Waterhouse, Eileen Brannigan, Barry Robinson	
Resources	Via TSC Grant and the Community Care Budget.	
Deadline	March 2010	
Success Criteria / Outcomes	Significant increases in users accessing personal budgets	
Standards	Putting People First 2007, Transforming Social Care Dh LAC Circulars 2008/09	
Monitoring & Evaluation	Quarterly via SMT	
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 130	
Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. Users of one LD day centre to be offered Individual Budgets as an alternative to the service they currently receive.	Derek Jones	May 09
2. Individual Budget pilots (approx 35) to be rolled out across all client groups with regular analysis of arrangements.	Derek Jones	June 09
3. Direct Payments for Carers Pilot to be concluded in March 09 with full evaluation that will explore a full rollout 2009/10.	Robina Critchley	April 09
4. To increase the number of recipients of Direct Payments by 10% in 09/10	Robina Critchley	March 2010
5. To implement a review of the Mental Health Recovery Budget Pilot	Barry Robinson	December 2009

7

Council Strategic Aim	CSA 5,8
Council Strategic Objective	CSO 11,24,29
Social Care Outcomes (SCO 1-9)	ALL
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans e.g. Sefton NHS	Evident links to NHS Sefton strategies
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To monitor and evaluate the work of the newly created 'Joint Executive Group' (NHS Sefton / Children's Services / Health & Social Care / Public Health).
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell
Other Responsible Officers	Directorate and NHS Sefton Senior Managers
Resources	Within existing resources
Deadline	March 2010
Success Criteria / Outcomes	Increased partnership working and joint arrangements
Standards	Putting People First Dh 2006/ Creating Inclusive Communities Gov Off 2007
Monitoring & Evaluation	Via NHS Sefton and the Council
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 119, NI127, NI 128, NI 131,NI 136, NI 139

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To strengthen partnership working between the Council and NHS Sefton	Bob McConnell	March 2010
2. To further plan the operational delivery for integration and joint commissioning.	Bob McConnell	March 2010
3. To perform a systematic review of current joint arrangements.	Bob McConnell	March 2010

8

Council Strategic Aim	CSA 3,5
Council Strategic Objective	CSO 11, 24
Social Care Outcomes (SCO 1-9)	ALL
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans e.g. Sefton NHS	Mandatory Safeguarding Adults Alerter Awareness Training has taken place across the Council, with all staff.
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To ensure that Safeguarding Adults is embedded across all appropriate organisations, Directorates within the Council and commissioned services.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Robina Critchley, Asst Director of Adult Services
Other Responsible Officers	Joan Coupe, Safeguarding Adults Coordinator
Resources	Within existing resources
Deadline	Sept 09
Success Criteria	Heightened awareness of Safeguarding issues across all sectors
Standards	No Secrets guidance, CJS/HO 2008
Monitoring & Evaluation	Quarterly via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 119

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. The Chair of the Safeguarding Executive Board to brief all Elected Members on Safeguarding issues	Robina Critchley	April 09
2. To strengthen the membership of the Safeguarding Executive Board	Robina Critchley	April 09
3. To refresh the safeguarding training strategy	Robina Critchley	April 09
4. To ensure that safeguarding requirements for commissioned services are reviewed	Robina Critchley	Sept 09

9

Council Strategic Aim	CSA 5, 8
Council Strategic Objective	CSO 11, 12, 25, 28
Social Care Outcomes (SCO 1-9)	SCO 1,7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	Sefton Corporate Customer Contact Strategy 2006 Outcomes of the Sefton JSNA
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To develop and implement a 'No Wrong Door' policy with regard to access to services.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Robina Critchley, Asst Director of Adult Services
Other Responsible Officers	Mark Waterhouse, Service Manager
Resources	Within existing resources
Deadline	April 2009
Success Criteria	Policy implemented and communicated to all staff
Standards	Sefton Corporate Customer Contact Strategy 2006
Monitoring & Evaluation	Quarterly via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	Ni 14, 128,

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officers</u>	<u>Deadline</u>
1. To review current information and access issues to ensure that the public and hard to reach groups have accessible information and equitable access to Directorate services.	Mark Waterhouse	June 09
2. To review and update web-based information services to ensure equality of access.	Robina Critchley	June 09
3. To ensure that all staff comply with procedures regarding access and information and to work with partners in developing accessible and clear access systems.	Robina Critchley	Aug 09

10

Council Strategic Aim	CSA 5
Council Strategic Objective	CSO 30
Social Care Outcomes (SCO 1-9)	SCO 8
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	Sefton Human Resources Strategy
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To reduce the Sickness Absence figure towards the Corporate Target of 4%
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell, Head of Central Services
Other Responsible Officers	Martin Murphy, Principal Manager
Resources	Within existing resources
Deadline	March 2010
Success Criteria	To reduce the levels of sickness absence amongst staff in the Directorate
Standards	Corporate Target
Monitoring & Evaluation	Quarterly via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	Via local corporate target setting

Activities (Please list all the activities relating to this Action Plan)	Lead Officer	Deadline
1. To audit levels of short-term sickness	Martin Murphy / SMT	April 2009
2. Identify teams and individuals consistently above Directorate target	Martin Murphy / SMT	Sept 2009
3. A new group consisting of Principal Managers and reps from Occupational Health and H.R to seek to address sickness absence in the Directorate	Martin Murphy	March 2010

11

Council Strategic Aim	CSA 2,3,5
Council Strategic Objective	CSO 27
Social Care Outcomes (SCO 1-9)	SCO 5
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	The Equality Standard for Local Government 2005
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To support the Council in the achievement of Level 5 of the Equality Standard
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell, Head of Central Services
Other Responsible Officers	Martin Murphy, Principal Manager
Resources	Within existing resources
Deadline	March 2010
Success Criteria	Achievement of the Level 5 Equality Standard for the Council
Standards	National Equality Standards
Monitoring & Evaluation	Via the Directorate Equality Group on a regular basis
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 119, NI 127, NI 128, NI 140,

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. Complete Equality Impact Assessments in relation to Supporting People, Learning & Development and the Learning Disability Partnership Board.	Martin Murphy	March 2010
2. The development of action plans for the Welfare Rights Team, The Homelessness Team & Care emanating from the recent Service Monitoring Exercise based on the six pillars of Equality.	Martin Murphy	Aug 2009
3. To seek to increase the number of disabled staff working for the Directorate.	Martin Murphy	March 2010

12

Council Strategic Aim	CSA 4
Council Strategic Objective	CSO 29
Social Care Outcomes (SCO 1-9)	SCO 9
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	National Pay and Grading Review
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	The Implementation of the National Pay and Grading Review
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Bob McConnell, Head of Central Services
Other Responsible Officers	Martin Murphy, Principal Manager
Resources	Within existing Corporate resources
Deadline	March 2010
Success Criteria	Pay and Grading Review completed
Standards	National Pay & Grading
Monitoring & Evaluation	Via Central Personnel
Performance Indicators (BVPI/Local/PAF/QOL etc)	Not Applicable

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To support the Corporate implementation of the pay and grading review	Martin Murphy	March 2010

13

Council Strategic Aim	CSA 3,5
Council Strategic Objective	CSO 11, 12, 26, 27
Social Care Outcomes (SCO 1-9)	SCO 1,2,4,5,7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To support the implementation of the Independent Safeguarding Authority.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Martin Murphy, Principal Manager
Resources	Within existing resources
Deadline	Oct 2009
Success Criteria	Full implementation
Standards	The Independent Safeguarding Scheme
Monitoring & Evaluation	Via the Safeguarding Adults Board
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 119, NI 127

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To publicise and fully implement actions related to Safeguarding.	Martin Murphy	Oct 2009

14

Council Strategic Aim	CSA 8
Council Strategic Objective	CSO 12,30
Social Care Outcomes (SCO 1-9)	SCO 8,9
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	This action links into the Transforming Social Care agenda and will be implemented via the Workforce Planning / Staff Development Work Stream.
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To produce a Health and Social Care Workforce Strategy in line with the National Strategy
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Martin Murphy, Principal Manager
Resources	Within existing resources
Deadline	March 2010
Success Criteria	Strategy produced
Standards	National Strategy
Monitoring & Evaluation	Via SMT
Performance Indicators (BVPI/Local/PAF/QOL etc)	Not Applicable

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To produce a local workforce strategy, once a national strategy is available	Martin Murphy	June 2009
2. To prepare for and implement Investors in People accreditation	Martin Murphy	Oct 2009
3. To develop shared workforce planning arrangement with NHS Sefton	Martin Murphy / Kevin Wyke	March 2010

15

Council Strategic Aim	CSA 4
Council Strategic Objective	CSO 4, 5
Social Care Outcomes (SCO 1-9)	SCO 1,2,3,4,6
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	Sefton Council Corporate Plan 09/10 (Jobs & Prosperity / Inclusive Communities) Transforming Social Care DH LAC 2008 (1) and 2009 (1)
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To increase the number of people with Learning Disabilities who are in paid work.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Derek Jones, Principal Manager – Disabilities Services
Other Responsible Officers	Jim McDonald, Project Development Officer
Resources	Within existing resources
Deadline	March 2010
Success Criteria / Outcomes	Increased numbers of people with a leaning disability in work with improved support services.
Standards	Valuing People Now DH 2008
Monitoring & Evaluation	Via Learning Disability Employment and Commissioning Group.
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 146

<u>Activities</u> (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To develop a Directorate and Council strategy regarding employing people with a learning disability within its own workforce and those the Council commissions.	Derek Jones	March 2010
2. To commission a service to provide support to people with learning disabilities who wish to try paid or voluntary work including people with complex needs.	Derek Jones	March 2010
3. To commission a service that supports people with learning disabilities into work with an emphasis on paid work of 16 hours or more, including intense 1to1 support.	Derek Jones	March 2010

16

Council Strategic Aim	CSA 3, 5
Council Strategic Objective	CSO 21, 22
Social Care Outcomes (SCO 1-9)	SCO 1,2,7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	The Sefton Drug Action Team (DAT) has been successful in a bid to become a pilot area for 'the Drug System Change Programme', which will test out new approaches to delivering services.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Charlie Barker
Other Responsible Officers	John Hill, DAT Manager
Resources	There will be no new funding for our existing budgets, however there maybe some funding to pay for any additional costs which we might incur whilst establishing or developing the pilot.
Deadline	Progress report at March 2010
Success Criteria / Outcomes	To improve outcomes for service users, improve commissioning arrangements & operational processes.
Standards	National Drug Strategy
Monitoring & Evaluation	Via the Senior Management Team on a quarterly basis
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 40

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To improve outcomes for service users.	John Hill	March 2010
2. To improve commissioning arrangements.	John Hill	March 2010
3. To improve operational and performance management processes	John Hill	March 2010

17

Council Strategic Aim	CSA 5
Council Strategic Objective	CSO 11,12
Social Care Outcomes (SCO 1-9)	SCO 1,2,4,7
Does this Action Plan Link to any crosscutting initiatives (e.g. LAA/LPSA/CPA, Equalities, HR Strategy, Environmental Sustainability, Medium Term Financial Plan) or External plans.	-
If this Action Plan been initiated as a result of an Audit/Inspection/Service Improvement Review please state the review title(s)	-
Overall Action Required (This action should be outcome focused, split into "SMART" activities and detailed in the table below)	To reconfigure the Sensory and Community Occupational Therapy services to enable a more efficient and effective service.
Authorising Officer	Charlie Barker, Director of Health & Social Care
Lead Officer	Charlie Barker
Other Responsible Officers	Margaret Milne, Principal Manager
Resources	Within existing resources
Deadline	March 2010
Success Criteria / Outcomes	New services in place, increases in effectiveness and efficiency
Standards	Occupational Therapy Standards
Monitoring & Evaluation	Via the Senior Management Team on a quarterly basis
Performance Indicators (BVPI/Local/PAF/QOL etc)	NI 136

Activities (Please list all the activities relating to this Action Plan)	<u>Lead Officer</u>	<u>Deadline</u>
1. To improve access to services by further developing of a mobile clinic and 'drop-in' clinic	Margaret Milne	March 2010
2. To explore, with NHS Sefton, the use of a self-assessment tool	Margaret Milne	March 2010

NATIONAL INDICATORS 2009-10 (Direct Responsibility)

Code	Indicator
NI 125	Achieving independence for older people through rehabilitation / intermediate care
NI 127	Self reported experience of social care users
NI 128	User reported measure of respect and dignity in their treatment
NI 130	Social care clients receiving self directed support (Direct Payments and Individual Budgets)
NI 131	Delayed transfers of care from hospital
NI 132	Timeliness of social care assessment
NI 133	Timeliness of social care packages
NI 135	Carers receiving needs assessment or review and a specific carers service or advice and information
NI 136	People supported to live independently through social services (all ages)
NI 138	Satisfaction of people over 65 with both home and neighbourhood
NI 139	The extent to which older people receive the support they need to live independently at home
NI 141	Number of vulnerable people achieving independent living (Supporting People)
NI 142	Number of vulnerable people who are supported to maintain independent living (Supporting People)
NI 145	Adults with learning disabilities in settled accommodation
NI 146	Adults with learning disabilities in employment
NI 154	Net affordable homes provided
NI 155	Number of affordable homes delivered
NI 156	Number of households living in temporary accommodation

NATIONAL INDICATORS 2009-10 (Indirect Relevance)

Code	Indicator
NI 14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer
NI 40	Drug users in effective treatment
NI 119	Self reported measures of people's health and overall well being
NI 137	Health expectancy at age 65
NI 140	Fair treatment by local services
NI 159	Supply of ready to develop housing sites
NI 185	CO ₂ reduction from Local Authority operations
NI 187	Tackling fuel poverty
NI 188	Planning to adapt to Climate Change

SEFTON COUNCIL STRATEGIC OBJECTIVES (CSO 1-31)

1. Improve learning opportunities for the 14 - 19 age group
2. Improve the quality, relevance and coherence of adult learning provided to the community, the employer and the individual
3. Continue to promote Family Learning Programmes which raise standards, expectations and aspirations for children and their parents
4. Promote economic development
5. Reduce economic exclusion by supporting job seekers and encouraging the economically inactive to work
6. Make the Borough a more attractive and vital place to live work and visit through strategic projects including leisure and culture
7. Improve the quality and sustainability of new development throughout Sefton, particularly in the neighbourhood renewal priority areas
8. Safeguard and enhance Sefton's cultural, heritage and natural environment
9. Improve waste management and reduce environmental pollution
10. Develop and deliver a borough-wide all tenure housing strategy
11. Improve the effectiveness of service delivery and outcomes for older people and vulnerable adults
12. Improve the quality of services for users and carers
13. Help to reduce health inequalities
14. Develop sports and leisure and cultural facilities in Sefton
15. Positively respond to public health, food safety and pollution issues
16. Improve the health of Sefton children and young people
17. Ensure the safety of Sefton children and young people
18. Ensure that Sefton children and young people enjoy and achieve success in learning
19. Provide opportunities for Sefton children and young people to make a positive contribution to society
20. Provide the opportunities that help Sefton children and young people achieve economic well-being
21. Reduce the potential harm from unsafe environments including the prevention of today's young people from becoming tomorrow's problem drug users
22. Reduce anti-social behaviour and work positively with young people involved in offending behaviour
23. Improve the condition and safety of local roads and the rail network
24. Improve and develop measures that tackle crime and fear of crime throughout the Borough
25. Ensure services are accessible to all
26. Ensure that all Council services are informed by effective consultation and engagement with users
27. Ensure that all Council policies, plans and procedures take account of equalities issues
28. Improve the service to all our customers by implementing the Council's Customer Contact Strategy
29. Improve the efficiency and cost effectiveness of services
30. Improve the effectiveness of the Council's staff
31. Improve our standards of corporate governance, strategic planning and democratic engagement



Transforming Social Care in Sefton

Sefton Health and Social Care Directorate
8th Floor
Merton House
Stanley Rd
Bootle L20 3UU

If you have any queries regarding the content of this document, please contact Lou Fashioni on 0151 934 3772 or via lou.fashioni@hsc.sefton.gov.uk