

## CQC Improvement Plan (January 2026)

### Theme 1 - Waiting Well: Timely support while people wait

#### Theme Scope (Areas for Improvement):

Reducing waiting times for assessments/reviews, managing Occupational Therapy/home adaptation lists, timely financial assessments.

#### Theme Outcome:

People waiting for assessments, reviews, or adaptations are safe, informed, and supported, with delays minimised and proactive communication throughout.

ID	Action	Delivery status
1.1	Implement the Waiting Well policy, ensuring that people are proactively contacted while awaiting an assessment and cases are rated for prioritisation. All urgent cases will be allocated within 5 working days (including Safeguarding).	Complete
1.2	Roll out Waiting Well across all teams and services to ensure consistency.	In Progress
1.3	Implement data huddles and dashboards to monitor and manage waiting lists.	In Progress
1.4	Include KPIs for Waiting Well on all assessment Team Plans	In Progress
1.5	Work with Client Financial Affairs (CFA) to improve public communications and timeliness about financial assessments and charges.	In Progress
1.6	Run a joint workshop with the Accessible Homes Team and Social Care Occupational Therapy to determine waits across Occupational Therapy and opportunities for improvement.	Not Started
1.7	Fully establish the Accommodation Team and prioritise overdue reviews for people living in 24-hour care settings using Waiting Well policy	In Progress
1.8	Allocate overdue community reviews within all assessment teams as part of Waiting Well policy	In Progress
1.9	Explore proactive SMS/call update system for people waiting.	Not Started
1.10	Develop new assessment paperwork to support proportionate and timely assessment interventions	In Progress

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### **Theme Mitigations:**

Use Waiting Well policy to prioritise allocations and escalate via Risk Register when urgent (RED) priority cases are not allocated within policy guidelines. Use real-time dashboards and weekly data huddles to identify issues early. Cross-team resource redeployment in line with Business Continuity Plans and Risk Register.

## CQC Improvement Plan (January 2026)

### Theme 2 - Transitions: Smooth handovers at life's key points

#### Theme Scope (Areas for Improvement):

Early planning for children-to-adult transitions, and addressing delays in these transitions.

#### Theme Outcome:

Everyone experiences smooth, well-planned transitions at key life stages, with no unnecessary delays or uncertainty.

ID	Action	Delivery status
2.1	Step up a focussed transformation project on Transitions as part of Directorate Change Board from 2026/27.	In Progress
2.2	Align transitions improvement work with Ofsted and Special Educational Needs and Disabilities (SEND) Inspection recommendations to transformation plan (2.1).	In Progress
2.3	Align learning from SEND peer review to transformation plan (2.1).	Not Started
2.4	Deliver workshops covering Complex and Specialist provision for transitions.	Not Started
2.5	Review and strengthen transition pathways into the Adults Preparing for Adulthood (PfA) team.	In Progress
2.6	Review transitions pathway at the adult social care front door to ensure timely support for young people not on the Preparing for Adulthood pathway.	In Progress
2.7	Explore options of 16+ portal on Liquid Logic to support early identification.	Not Started
2.8	Review and strengthen Adult Social Care Involvement in Education, Health and Social Care Plan (EHCP) ensuring information is provided appropriately and Preparing for Adulthood is considered throughout.	Not Started
2.9	Ensure information for unpaid carers and family carers is included on Local Offer website with reference to transitions.	Not Started
2.10	Joint commissioning and housing planning to shape market capacity supporting with transitions, avoiding crisis placements.	In Progress

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### **Theme Mitigations:**

Joint working with Children's Social Care and SEND teams through Education Health and Care Plan (EHCP) forum and Children's Access to Service (CAS) panel. Transitions protocol providing consistency. New dedicated Service Manager for Transitions in Adult Social Care. Data and training audit across teams. Combined children's and adults training to improve knowledge and skills across Children's, Adults and Education. Soft market testing for complex and specialist support, including connectivity with Specialist Accommodation Board.

## CQC Improvement Plan (January 2026)

### Theme 3 - Access & Inclusion: Everyone can find and use the right help

#### Theme Scope (Areas for Improvement):

Accessible “front door” for all, digital inclusion, accessible information, fair access for all funding types, representative co-production, targeted prevention, meaningful voluntary and community sector engagement, and effective partnership working to

#### Theme Outcome:

Everyone can easily find, access, and use the right support, with services and information that are inclusive, equitable, and tailored to diverse needs.

ID	Action	Delivery status
3.1	Build on and develop system-wide approach to inequalities with shared objectives.	In Progress
3.2	Expand digital inclusion initiatives and maintain face-to-face options building on Library integrated hub model.	In Progress
3.3	Workshops to enhance staff training on data collection and inclusivity.	Not Started
3.4	Quarterly workshops and clinics- to run regular data quality sprint on protected characteristics to inform preventative practice and service development .	Not Started
3.5	Expand outreach to groups that services have traditionally found it hard to reach. Building on integrated Neighbourhood team development and targeted proactive work.	In Progress
3.6	Embed co-production approaches and activities throughout customer journey and intervention developments.	In Progress
3.7	Develop and publish case studies on co-production impact.	Not Started
3.8	Workshops to map and redesign neurodiversity pathways with lived experience input.	Not Started

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### **Theme Mitigations:**

Dual access approach (digital + face-to-face), accessibility audits, Targeted outreach, maintain alternative formats. Existing co production activity to support developments. Integrated Neighbourhood teams are ahead of the development plan, with some actions already live. Broad community footprint across the council and partners with trusted relationships. Development of neurodiversity commissioning strategy.

## CQC Improvement Plan (January 2026)

### Theme 4 - Market Provision: A sustainable, high-quality local care offer

#### Theme Scope (Areas for Improvement):

Market sustainability and quality, provider stability, supporting smaller providers, effective data-sharing, technology-enabled care, specialist placements, and proactive use of data to predict and co-design solutions.

#### Theme Outcome:

People benefit from a sustainable, high-quality local care market that offers choice, stability, and innovation.

ID	Action	Delivery status
4.1	Workshops covering: Co-design clear respite/short breaks pathway, Complex and Specialist provision, defining local service models (for younger adults).	Not Started
4.2	Address gaps in respite provision and specialist placements.	In Progress
4.3	Redesign Provider Forums in line with our commissioning intentions and market interface, to strengthen the way we communicate with partners and providers.	In Progress
4.4	Develop specialist provision for younger adults (18–25).	In Progress
4.5	Monitor procurement processes and adapt based on feedback.	In Progress

#### Theme Mitigations:

Provider risk monitoring, Strengthened provider forums (move towards a more strategic forum for Directors/ Owners and an Operational Forum for Managers), Contingency plans for critical services, Early engagement with suppliers, Emergency placement

## CQC Improvement Plan (January 2026)

### Theme 5 - Workforce and Leadership: Empowered teams delivering great practice

#### Theme Scope (Areas for Improvement):

Consistent reflective supervision, diverse leadership, data-driven performance, staff upskilling, clear meeting follow-up, evidencing co-production, effective consultation, and a strong Safeguarding focus.

#### Theme Outcome:

Empowered, skilled teams and leaders drive continuous improvement, learning, and accountability across all services.

ID	Action	Delivery status
5.1	Opt in to Local Government Association Annual Health Checklist and use findings to identify improvements and areas to continue to address within the workforce.	Not Started
5.2	Create and embed an Adult Social Care Operations recruitment strategy to support recruitment and retention.	In Progress
5.3	Use Social Care Workforce Race Equality Standard (SC-WRES) action plan to identify areas for improvement for inclusion and career progression initiatives.	In Progress
5.4	Use data and quarterly reviews for performance monitoring within Team Plans.	In Progress
5.5	Complete supervision audit and create action plan with review timescales.	In Progress
5.6	Principal Social Worker (PSW) led Practice Improvement Plan written and prioritised, including practice tools, guidance and spotlight development sessions.	Complete
5.7	Use case file audits and moderation for continuous improvement.	Complete
5.8	Review of online Safeguarding concerns pathway.	In Progress
5.9	Embedding learning from Safeguarding Adult Review outcomes in partnership with Kirklees Safeguarding Adult Board and through the Practice and Quality group.	Complete
5.10	Workshops covering: What people want from senior leaders in respect of communications and visibility.	Not Started

#### Theme Mitigations:

Practice Improvement Plan established reporting through Confident and Consistent Practice Board. Action plan following staff survey (Nov) implemented, vacancies managed through Senior Leadership Team and People Panel. Risk areas identified on Service Risk Plans and Business Continuity Plans enacted where required.

## CQC Improvement Plan (January 2026)

### Theme 6 - Reablement: Independence first, with the right support at the right time

#### Theme Scope (Areas for Improvement):

Reducing inequalities in reablement, capacity and outcome monitoring, timely assessments, and ongoing improvement of hospital discharge processes.

#### Theme Outcome:

More people regain independence quickly and equitably, with effective, timely reablement and hospital discharge support.

ID	Action	Delivery status
6.1	Review current rostering system and explore opportunities to enhance through reprocurement.	In Progress
6.2	Monitor and expand reablement capacity.	In Progress
6.3	Strengthen full outcome tracking in line with local and national ASCOF (Adult Social Care Outcomes Framework) metrics.	In Progress
6.4	Build on the previous work done with Healthwatch to ensure the service is inclusive and culturally responsive.	Not Started

#### Theme Mitigations:

Capacity forecasting, Outcome tracking aligned to ASCOF, track inclusion/cultural responsiveness actions from Healthwatch work, surge demand actions including reducing the current 5 day retainer for reablement capacity to 2 days, rapid escalation for discharge delays through Integrated Transfer of Care (ITOC) model, explore enhancements to current rostering system.

## CQC Improvement Plan (January 2026)

### Theme 7 - Advocacy (Smaller Area of Work): People are heard and their rights upheld

#### Theme Scope (Areas for Improvement):

Timely, accessible advocacy at critical points (e.g., hospital discharge), and routine contingency planning with unpaid carers.

#### Theme Outcome:

People are heard, their rights are upheld, and they have access to independent advocacy and robust contingency planning.

ID	Action	Delivery status
7.1	Include advocacy pathway on Practice Improvement Plan.	Not Started
7.2	Work with advocacy providers to increase flexibility, capacity and responsiveness.	Not Started
7.3	Deep dive on the knowledge and practice for advocacy through hospital discharge.	Not Started
7.4	Ensure contingency planning is part of carers assessment process.	Not Started
7.5	Workshop covering: Developing understanding of the gaps in advocacy from both practice and commissioning/contract perspective.	Not Started

#### Theme Mitigations:

Review current advocacy contracts and optimise contract performance, review advocacy escalation routes, review outcome monitoring.

## CQC Improvement Plan (January 2026)

### Theme 8 - Underpinning framework

#### Theme Outcome:

A strong, shared framework underpins all work, ensuring consistency, partnership, and a focus on tackling inequalities across the system.

ID	Action	Delivery status
8.1	Workshops covering identifying inclusion and accessible services, core understanding of the Inclusive Communities Framework - principles of working alongside communities, understanding what assets are in our communities, working in a strength based way.	Not Started
8.2	Training and development refresh on applying the Inclusive Communities Framework in all service areas.	Not Started
8.3	Embed Governance, monitoring and track progress on Inclusive Communities Framework measures.	In Progress
8.4	Build key partner capability on tackling inequalities and applying the Inclusive Communities Framework principles.	In Progress
8.5	Ensure all contracts and service specifications reflect the Inclusive Communities Framework.	Not Started

#### Theme Mitigations:

Inclusive Communities Framework already socialised through adult social care teams, measures in development in line with emerging national good practice, aligns with a number of other priority actions, focused work on prevention.