

Directorate Level Planning 2011-12

Directorate: Adult, Community Health & Wellbeing (DADU)

1.1 Director's Overview

Vision and Transformation

The Council's vision is to work together to improve community life. People based services are committed to making their distinctive contribution, collectively and individually, to fulfilling that Vision.

The services are varied, but they have coherence in a shared purpose, which is to:
Improve the wellbeing, health and care of all Cheshire East's people.

The Council has five Corporate Objectives and the "People Services" contributes to them all, in particular:

- To give the people of Cheshire East more choice and control about services and resources;
- To grow and develop a sustainable Cheshire East;
- To improve the life opportunities and health for everybody in Cheshire East.

The staff and managers of the Adults, Community, Health and Wellbeing Directorate and the Children and Families Directorate are working hard to transform that set of services. Many services are already good, but if they are to be relevant to changing circumstances and expectations, they need to be transformed.

High quality services and information is the aim with the following key features:

- Accessible Available as close as possible, recognising that an increase in specialisation may require less local availability. Information to be accessible on-line wherever possible
- Relevant Services must make sense to, and meet the needs of, those accessing them in terms of achieving their required outcomes.
- Equitable Services must meet the needs of individuals and families from the full range of backgrounds and circumstances in Cheshire East
- Effective Services must be able to demonstrate that they deliver the results that are required
- Value for Money Budgets are tight and demand is high. The way services are delivered and to whom must be cost effective.

Current Issues

Increasing numbers of people needing help, rising public expectations and reducing resources all mean that "more of the same" will not be sustainable. For that reason there are programmes of transformational work across the Directorates – work on the redesign of services to children and families, on redesigning adult social care and on reviewing leisure, culture and library services. Personalisation and prevention are key themes running through that transformational work. Personalisation is all about giving people more choices and more control over the resources available to them in line with objective 1 of the Corporate Plan for the Council. The prevention agenda becomes crucial, for it will become increasingly important to keep down care costs and to enable our citizens to manage their health and wellbeing. This is at the heart of Corporate objective 2 to grow and develop a sustainable Cheshire East. That analysis is shared by our partners within the NHS locally, including the emerging consortia led by General Practitioners. We realise that only by reducing demand for high cost interventions in health and social care, can we manage the spiralling costs of our ageing population and the impact of alcohol on our communities' health and wellbeing. This approach underpins Corporate objective 5 to work with others to deliver for Cheshire East.

The challenging context is likely to require a shift in the balance between universal services and targeted services, towards the latter. That will be particularly evident within Health and Wellbeing Services where the emerging 'Lifestyle Concept' will be tested for its contribution to the financial and outcome challenges faced by the Council. This supports objective 3 of the Corporate Plan – to improve life opportunities and health for all in Cheshire East.

Services are becoming more local – for example the Local Independent Living Teams (LILTs) that started as Adults teams now encompass staff from health and other agencies. Case committees are being piloted, bringing a wide range of professionals together to focus concerted attention upon individuals and families causing particular concern. Where possible, services, responsibilities and resources will be shared with Parish and Town Councils and this has the potential to provide a very local preventative response, particularly with vulnerable older people. The development of the Joint Strategic Needs Assessment has assumed greater significance in the whole process as services must deliver better outcomes for all using the positive assets within our communities to model and improve the health and wellbeing of our population.

Local delivery is a concept that will cover all services inside and beyond the Council. Putting the citizen at the centre of delivery means all services working together to deliver outcomes and to avoid duplication of provision to individuals and families.

The scale of the financial challenge requires that the Council must move beyond a transformational approach alone and must consider options that reduce or remove some services that are not core to meeting its overall aim. It may also have to charge more for services that are retained and to apply charges to activity that has previously been free at the point of use.

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DADU001	By balancing universal and targeted services ensure information, universal and early intervention options are available to all. Through this approach make a substantial contribution to the health and wellbeing of the population, by maintaining the independence of older and disabled people and improving the mental and physical health for young people through transition to adulthood and beyond	CP-03 To improve life opportunities and health for everybody in Cheshire East
DADU002	Increasing choice and control of citizens with critical or substantial care needs through making personal budgets the normal mode of delivery of social care	CP-01 To give the people of Cheshire East more choice and control about services and resources
DADU003	Increasing the knowledge of managers and staff about the drivers of cost and performance and providing timely information to them to enable them to manage these issues at individual worker level.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DADU004	Integrating assessment of customers, delivery, commissioning and provision of services with key partners and especially the NHS to secure better outcomes for customers and improve protection and safeguarding.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DADU005	Align the directorate with the emerging local delivery model for the whole Council.	CP-02 To grow and develop a sustainable Cheshire East
DADU006	Ensure that all developments within the directorate are consistent with the national strategy for social care "Think Local Act Personal"	CP-01 To give the people of Cheshire East more choice and control about services and resources