

Service Planning 2011-12

Service: Health & Wellbeing (SHAW)

2.1 Service Overview

The Services that make up Health and Wellbeing enhance the quality of the lives of the residents of Cheshire East and those who work in or visit the area. They contribute to the social, educational and economic life of the community. They are contributing to the physical and mental health and wellbeing of the people of Cheshire East, impacting upon the preventative agenda, reducing social care and NHS costs in the long term and are providing targeted initiatives in those areas of greatest needs. The focus for the forthcoming year will be the options appraisal to determine the appropriate governance model for the Service in the long term, the development (in partnership with social care colleagues) of the lifestyle concept (and associated work to establish a business case for lifestyle centres) and the opportunities provided by the reforms of the NHS. Frontline delivery priorities will be to ensure a greater use of facilities and participation in activities from vulnerable adults, children and young people, helping to make a difference and narrow the health inequalities gaps that exist within the area. Policy proposals agreed as part of the budget setting will be pursued with vigour and there will be a focus upon efficiencies whilst doing our utmost to maintain and improve upon the quality of service delivery levels.

The focus for the forthcoming year will be on

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SHAW001	Continue to develop and implement strategies to deliver rationalisation and investment across the Service, contributing to being an excellent Council and working with others - to deliver for Cheshire East.	DADU001
SHAW002	Increase resident usage and satisfaction with Health and Wellbeing facilities and services, to improve life opportunities and health for everybody in Cheshire East.	DADU001
SHAW003	Ensure effective working with other services in the Directorate and across the Authority to maximise usage, income and efficiencies, and establish a business case for the Health and Wellbeing Provider Service, contributing to being an excellent Council and working with others - to deliver for Cheshire East.	DADU003
SHAW004	Increase the numbers participating in activities that can contribute to their learning and/or skills development to improve life opportunities and health for everybody in Cheshire East.	DADU001
SHAW005	Contribute to the revitalisation of the communities of Cheshire East through investment in culture and leisure, sites, facilities and activities to meet identified community needs and helping to grow and develop a sustainable Cheshire East.	DADU007
SHAW006	Increase the numbers participating in Health and Wellbeing activities from priority communities, including Care4CE clients, those receiving direct payments and children and young people, to improve life opportunities and health for everybody in Cheshire East.	DADU001

SHAW007	Contribute to health improvement and reducing health inequalities through the provision of services, activities and information, improving life opportunities and health for everybody.	DADU001
SHAW008	Increase community engagement and involvement in service design and delivery, supporting local service delivery, localism and the Big Society, giving the people of Cheshire East more choice and control.	DADU005

SHAW001 Continue to develop and implement strategies to deliver rationalisation and investment across the Service, contributing to being an excellent Council and working with others - to deliver for Cheshire East.					
Responsible Officer				Link to Directorate Objective	DADU001
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW001.1	Conduct community needs assessment to inform Service delivery model			KP/LC/MT/GB/JA/	Dec-11
SHAW001.2	Work with Care4CE and LILT Teams towards development of Lifestyle Centres and Lifestyle applications			MW/KP/LC/GB	Jul-11
SHAW001.3	Develop, implement and improve an effective lifestyle concept with particular reference to the Wilmslow Pilot and roll out to all of Cheshire East			MW/KP/LC/GB	July 2011 for concept, roll out by end of year
SHAW001.4	Commission Consultants to develop options appraisals for Lifestyle Centres			GK/MW	end June 2011
SHAW001.5	Develop and seek approval for the Library Strategic Framework			GK/LC	Oct-11
SHAW001.6	Draft new Play Policy and implement the 'Play Strategy' priorities			GB	Oct-11
SHAW001.7	Achievement of a balanced budget through the implementation of Service reductions and meeting of increased income targets			GK/MW/MW/KP/LC/GB/RW	Mar-12
SHAW001.8	Conduct management options reviews for the Lyceum Theatre, Knutsford Cinema			GK/JA	Jul-11
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M1.1	Conduct six Service reviews during the course of the year to deliver rationalisation and investment	Six	N/A	N/A	GK
SHAW M1.2	Achieve a balanced budget	± 0.5% of net budget			

Risk Management		
Risk Reference	Risk Description	Risk Owner
SHAW R1.1	Political indecision	GK
SHAW R1.2	Officer capacity	GK
SHAW R1.3	Negative Options Appraisal or Appraisal not complete in time for budget setting	GK
SHAW R1.4	Lack of financial provision (revenue and/or capital)	GK

Each risk will require a supporting risk stewardship template completing.
The template can be found on the Service Planning Centranet site.

SHAW002 Increase resident usage and satisfaction with Health and Wellbeing facilities and services, to improve life opportunities and health for everybody in Cheshire East.					
Responsible Officer				Link to Directorate Objective	DADU001
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW002.1	Conduct User satisfaction survey work on Countryside and other Green Space			MT	Oct-11
SHAW002.2	Conduct data sampling against BV 178 (Public Rights of Way)			MT	Mar-12
SHAW002.3	Provide multi media information and offer a comprehensive Green Spaces activity programme based on sites and facilities			MT	Apr-11
SHAW002.4	Plan for the Children's Plus Library Survey to be carried out in 2012			LC	Mar-12
SHAW002.5	Conduct leisure facilities User survey and develop action plans for improvement			KP	Dec-12
SHAW002.6	Develop a Service Marketing and Promotion Strategy			JW	Jun-11
SHAW002.7	Offer targeted Green Spaces programme to the community of Cheshire East			MT	Apr-11
SHAW002.8	Maximise opportunities for sport, cultural and economic benefits of 2012 programme and its legacy			GK/MW	Ongoing
SHAW002.9	Undertake Equality Impact Assessments (EIAs) as required to ensure equitable Service delivery			KP/LC/MT/GB/JA/RW	Ongoing
SHAW002.10	Have clear Service Standards in place to define expected quality of Service and monitor performance against those Standards using externally validated Standards where appropriate e.g. Green Flag, QUEST. Also Complaints database			KP/LC/MT/GB/JA/RW	Ongoing
SHAW002.11	Undertake analysis of available data in order to measure progress against targets			KP/LC/MT/GB/JA/RW	Quarterly
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M2.1	Implement 90% of service improvements as a result of customer consultation and feedback.	90% ?		?	KP/LC/MT/GB/JA
SHAW M2.2	Increase usage of services by 1% year on year across the Service	TBC based on 2010/11 baseline ?		?	KP/LC/MT/GB/JA/RW
SHAW M2.3	Number of facilities/sites achieving and maintaining externally accredited standards, e.g. QUEST, Green Flag	TBC based on 2010/11 baseline			KP/MT

Risk Management					
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>		
SHAW R2.1	Increased fees and charges may lead to reduced usage and increased dissatisfaction	GK			
SHAW R2.2	Impact of Budget Policy proposals may lead to increased dissatisfaction	GK			
SHAW R2.3	Reduced capacity (staff/facilities/services) may lead to increased dissatisfaction	GK			
SHAW R2.4	Resources not targeted at communities most in need	GK			

SHAW003 <i>Ensure effective working with other services in the Directorate and across the Authority to maximise usage, income and efficiencies, and establish a business case for the Health and Wellbeing Provider Service, contributing to being an excellent Council and working with others - to deliver for Cheshire East.</i>					
Responsible Officer				Link to Directorate Objective	DADU003
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW003.1	Develop options appraisal and business case for working in partnership with Care4CE Provider Service on the lifestyle applications			GK/MW/KP/LC/GB/MT/JA	end June 2011
SHAW003.2	Work to ensure H&WB services can benefit from direct payments by use of the Empower card by Social Care clients.			GK/JW	end June 2011
SHAW003.3	Continue to work with Children and Families to ensure H&WB's contribution to the Children's Trust priorities are recognised			GK/MW/GB	Ongoing
SHAW003.4	Contribute to individual Children and Families Service initiatives including Free School Meals, Aiming High, Cared for Children, Letterbox Club			GK/MW/KP/LC/GB/MT/JA	Ongoing
SHAW003.5	Work with Planning Services on the Core Strategy and other key documents that contribute to the Local Development Framework.			GK/MW	Ongoing
SHAW003.6	Roll out of the ROWIP as part of the Local Transport Plan in conjunction with Planning and Highways Services			GK/MW/MT	Ongoing
SHAW003.7	Work with Customer Services to ensure effective delivery of customer services through Customer Access points in libraries			GK/LC	Sep-11
SHAW003.8	Work with the Visitor Economy team to ensure the effective promotion and provision of information about visitor attractions in Cheshire East			GK/MT/HP/LC	end May 2011
SHAW003.9	Work effectively with the Communications Team to ensure the proactive provision of information about health and wellbeing services to the media and the wider public			GK/MW/KP/LC/GB/RW/MT/JA/JW	Ongoing
SHAW003.10	Work with Asset Services to undertake an asset review of H&WB properties and sites and work towards implementation of a lifestyle concept			GK/MW/KP/RW/MT/JA	end July 2011
SHAW003.11	Work with Policy and Performance to maximise the analysis and use of information to inform effective Service delivery			GK/JW	end July 2011
SHAW003.12	Ensure H&WB services are aligned to the priorities of the strategic and individual commissioners and seen as providers of first resort			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Aug-11
SHAW003.13	Maximise the draw down of external funding to add value to strategically commissioned services			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
SHAW003.14	Ensure ongoing management of Shared Services with Cheshire West and Chester to maximise efficiencies and effective service delivery			GK/RW/HP	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M3.1	Increase by 1% the amount of external funding generated by the Service	TBC based on 2010/11 baseline			SMT/EMT
SHAW M3.2	Increase usage of services by 1% year-on-year across the Service	TBC based on 2010/11 baseline			SMT/EMT

Risk Management					
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>		
SHAW R3.1	Signposting by Individual Commissioners is ineffective	GK			
SHAW R3.2	Not defining relationship with Strategic Commissioning	GK			
SHAW R3.3	Ineffective communication and failure to join up initiatives	GK			
SHAW R3.4	Not bidding/drawing down external funding	GK			

SHAW004 <i>Increase the numbers participating in activities that can contribute to their learning and/or skills development to improve life opportunities and health for everybody in Cheshire East.</i>					
Responsible Officer			Link to Directorate Objective		DADU001
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW004.1	Further develop the Volunteer program to ensure working with the local community and voluntary sporting infrastructure to create opportunities for employment and cross service outcomes, i.e. 2012 Gamesmaker Programme			GB/LC	Ongoing
SHAW004.2	Support local clubs and activity sessions to achieve accreditation kite marks or minimum operating standards			GB	Ongoing
SHAW004.3	Libraries to participate in national initiatives such as Adult Learners Week and Local History Month			LC	Ongoing
SHAW004.4	H&WB Service to continue to offer work experience opportunities			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
SHAW004.5	Provide opportunities for skills development in a range of service areas; conservation and environmental education, ICT, literacy and English for speakers of other languages (ESOL)			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M4.1	Increase the number of volunteers working across the Service	TBC based on 2010/11 baseline			SMT/EMT
SHAW M4.2	Number of local clubs accredited	TBC based on 2010/11 baseline			GB

Risk Management			
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>
SHAW R4.1	Lack of capacity (staff/finance) to provide support/programmes/activities/services (requires political will to allow prioritisation and cessation of existing services)	GK	
SHAW R4.2	Introduction of charges may deter participation and consequently not achieve income targets	GK	
SHAW R4.3	Lack of opportunity for Volunteers	GK	

SHAW005 <i>Contribute to the revitalisation of the communities of Cheshire East through investment in culture and leisure, sites, facilities and activities to meet identified community needs and helping to grow and develop a sustainable Cheshire East.</i>					
Responsible Officer				Link to Directorate Objective	DADU007
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW005.1	Complete the regeneration of and re-open Queens Park, Crewe			GK/MW/MT	end June 2011
SHAW005.2	Implement new football facilities in partnership with Sandbach United			MW/CA	Sep-11
SHAW005.3	Continue implementation of RFID roll out in libraries across the Borough			LC	end March 2012
SHAW005.4	Implementation of approved capital programme including S106 spend, i.e. Sandbach Park			GK/MW	Mar-12
SHAW005.5	Maximise developer contributions to improve culture, leisure and green spaces			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M5.1	Proportion of new capital projects completed within the financial year	100%			SMT/EMT
SHAW M5.2	Number of libraries kitted out with RFID	100%			LC

Risk Management		
Risk Reference	Risk Description	Risk Owner
SHAW R5.1	Lack of capacity to monitor and manage capital programme	GK
SHAW R5.2	Risk of financial overspend	GK
SHAW R5.3	Reputational risk if projects delivered late or over budget	GK
SHAW R5.4	Not delivering Capital Programme (\$106 in particular)	GK

Each risk will require a supporting risk stewardship template completing.
The template can be found on the Service Planning Centranet site.

SHAW006 <i>Increase the numbers participating in Health and Wellbeing activities from priority communities, including Care4CE clients, those receiving direct payments and children and young people, to improve life opportunities and health for everybody in Cheshire East.</i>					
Responsible Officer				Link to Directorate Objective	DADU001
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW006.1	Implement a range of early intervention and prevention programs including Go For It, Healthy Eating			SW/GB	Oct-11
SHAW006.2	Develop initiatives such as Carers' Awareness to improve provision of services to those with caring responsibilities			GK/MW/KP/LC/MT/LC/JA/JW	Ongoing
SHAW006.3	Work with Care4CE to develop lifestyle applications to suit the needs of their clients and to facilitate their transition from day services to Health and Wellbeing facilities			GK/MW/KP/LC/MT/LC/JA/JW	Jul-11
SHAW006.4	Provide culture and leisure opportunities and sporting activities for people within priority regeneration wards			MW/KP/GB/LC/JA/JW/MT	Ongoing
SHAW006.5	Create opportunities for active participation in rural areas			MW/KP/GB/LC/JA/JW/MT	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M6.1	Ensure X% Empower Card users are recorded as being users of H&WB Service	TBC based on 2010/11 baseline			JW
SHAW M6.2	Increase the numbers of cared for children accessing Health and Wellbeing Services	TBC based on 2010/11 baseline			MW

Risk Management			
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>
SHAW R6.1	Not engaging with Individual Commissioning to signpost clients to H&WB facilities/ services	GK	
SHAW R6.2	Not adapting/ providing activity programmes that meet specific needs	GK	
SHAW R6.3	Not engaging with LAPs to target the appropriate communities	GK	

SHAW007 <i>Contribute to health improvement and reducing health inequalities through the provision of services, activities and information, improving life opportunities and health for everybody.</i>					
Responsible Officer				Link to Directorate Objective	DADU001
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW007.1	Ensure the delivery of health improvement activities commissioned by Strategic Commissioning			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
SHAW007.2	Respond to the Health Inequalities Strategy			GK	end March 2012
SHAW007.3	Continue with appropriate programs of activity such as Cardio Rehab, Books on Prescription, Relish Reading Groups that contribute to the H&WB of targeted groups			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Ongoing
SHAW007.4	Develop the workforce to enable them to deliver the new strategic activities under the new Health agenda			GK/SW	Oct-11
SHAW007.5	Use national iniatives and social marketing campaigns to promote healthy lifestyles and to increase physical activity			JW	Ongoing
SHAW007.6	Lead sub regional work on the Health Commission and Large Scale Change on behalf of the Authority			GK	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M7.1	Numbers of relevant staff attending briefings on their role in delivering health improvement	50%	50%		SMT/EMT
SHAW M7.2	Numbers of individuals who participate in activities that contribute to their improvement in life opportunities and health (gyms, swimming, GP referrals reading groups etc)	TBC based on 2010/11 baseline			SMT/EMT

Risk Management					
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>		
SHAW R7.1	Capacity within the Service to understand, influence and deliver on the new Health agenda (and speed of change)	GK			
SHAW R7.2	Lack of understanding/clarity regarding commissioning of services	GK			
SHAW R7.3	Commissioning decisions lead to service provision from elsewhere	GK			
SHAW R7.4	Resistance to change within client groups to use services and make behaviour changes	GK			

SHAW008 <i>Increase community engagement and involvement in service design and delivery, supporting local service delivery, localism and the Big Society, giving the people of Cheshire East more choice and control.</i>					
Responsible Officer				Link to Directorate Objective	DADU005
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SHAW008.1	Continue to develop Community Sport and Physical activity network which provide a local, strategic alliance of partners with an interest in sport and physical activity, to work co-operatively towards the achievement of agreed outcomes.			MW/GB	Ongoing
SHAW008.2	Work with Local Area Partnerships (LAPs) to identify priority groups to target delivery based on local intelligence			GK/MW/KP/LC/GB/MT/LC/RW/JA/JW	Oct-11
SHAW008.3	Continue to develop and maintain "Friends of" Groups for all major country and formal parks			MT	Ongoing
SHAW008.4	Explore opportunities for facilities to be run by town and parish councils and other bodies through the Local Service Delivery programme			GK/MW	end March 2012
SHAW008.5	Develop a programme of outreach activities through the Communities Libraries network			LC	Ongoing
SHAW008.6	Continue to work closely with town and parish councils to ensure service delivery is shaped to meet local need and community aspirations as set out in Town & Parish Plans.			GK/MW	Ongoing
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
SHAW M8.1	Increase the numbers of residents involved in design and delivery through, for example, 'Friends' Groups and forums.	10%			SMT/EMT

Risk Management			
Risk Reference	Risk Description	Risk Owner	<p>Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.</p>
SHAW R8.1	Unwillingness or inability (capacity/funding) of other Providers to take on facilities/ services	GK	
SHAW R8.2	Capacity within Service (and Corporately) to facilitate transfer of provision	GK	
SHAW R8.3	Lack of Volunteers from community to be actively involved	GK	

Workforce Development					
What key people management issue needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	Which service objective does this support?	What measures of success / impact will we use?
1. Developing the organisation					
• Ensure managers at all levels have a sound understanding of the Corporate Plan and Business plans	Awareness raising of significant drivers. In-house workshops and focus performance policy development days combined with consultants input – eg IDeA. Embed in Induction programme Structured into annual Training Programme.	Short programme of awareness raising to be delivered – internal performance staff have capability , capacity needs addressing	on-going throughout 2011 - 2012		Improved Performance rating Reduction in reliance on Performance team and reduced effort to produce statutory returns Comprehensive induction package for all staff addressing the Performance agenda. When each individual understands how their job role is intrinsic to the organization and to the customer/ service user.
Ensure mangers at all levels have an understanding of all aspects of the performance agenda with SAS, ADASS, NICE & CQC, and how the daily work fits into the various external assessments of the council into the working of the department and embed this into the culture of the service					
Develop and understanding of knowledge management and development and the ability to transform intellectual assets/information into a medium for effective action					
• Improve knowledge of the democratic process and report writing (especially for Cabinet) to increase workforce knowledge and skills and improve organisational performance. Develop mechanisms/repositories to share knowledge eg data sources data (for example: PANSI & POPPI D.H website).					
• Ensure knowledge of corporate standards, procedures and the principles of legal requirements that underpin effective resource, financial and budgetary management and procurement are embedded into the department.	Structured & Targeted, practical supported discovery reporting session – get your data today.		Commencing Sept 2010		Service Managers will achieve balanced budget and agreed service outcomes. Team Managers will understand how to obtain and use financial & HR data and report on this via the supervision process.
• Improve knowledge of Revenue & Budget setting process and financial management and budgetary skills. Including Discoverer Reporting embed in teams					
Continually search for ways of ensuring our work has long term impact					
• Ensure all staff have a knowledge and understanding of the requirements re Equality & Diversity and EIA. .	Implement Corporate strategy via Adults Services Equality Group and implementation of Adults Single Equality Scheme and Plan. Drop in sessions for managers and awareness raising of intranet tool.		March 2010		
• Deliver specialist training (e.g: Service User involvement, Carers and ECH, re ablement, Dementia, Safeguarding and Health and Safety) to increase workforce knowledge and skills, improving organisational performance					
• Compare individual performance, knowledge and understanding against a checklist of sector specific competences and support individuals to reach acceptable standards.					
• Support individuals to reach acceptable standards by structured supervision, induction, team meetings and appraisals.					
• Promote practice in line with HR policies to support employees to maintain their caring role.					
• Ensuring implementation of quality standards across all parts of the organization and the wider PVI social care workforce. Ensuring a means of measuring how learning is put into practice	Investors in People & Skills Award		March 2012		When same standard and quality of training is the norm across both LA and the PVI sector in Social Care. When all types of L&D have some means of
			Ongoing : Light touch review & accreditation process		
2. Developing leadership capacity					
• To complete a knowledge and skills audit and ensure that newly appointed senior managers have the organisational & management skills their new roles require, and are aware of their team's competencies, skills and knowledge also.	Corporately supported via new Performance Management and Appraisal process. Appropriate short management seminars. Top 400 managers. Preceptorship Programme	Corporately supported by Service Managers and support co-ordination. Internal WD Team, supported by Corporate or external facilitators and consultants as required.	Sept 2011		Service Managers will achieve balanced budget and agreed service outcomes. Team Managers will understand how to obtain and use financial & HR data and report on this via the supervision process.
• Support for key professionals to ensure they have the best skills, including professional development, coaching and mentoring.					
• Support leadership development with a strong focus on the management of integrated working across services and with health.					
• Provide structured leadership programme of learning and development to recently appointed service managers recently appointed from within the service (Grow our Own)					
• Increase opportunities for and levels of professional and vocational skills and qualifications relating to strategic commissioning.					
• Ensuring all in management roles have the skills or opportunity to gain the knowledge to function at the appropriate level, both in current roles and potential future ones. (Grow our Own)	By ensuring Leadership and Maanagement is included at a range of levels and not overlooked. Top 400 Managers. Preceptorship programme.	Joint work with Corporate WD to ensure appropriate programmes. Role specific Day 7 management awareness / first 100 days manager preceptorship	Commence April 2011 - 3 year cycle		When succession planning routes and options for middle & senior management are clear and availabble and appropriate numbers of internal candiates achieve. Promotion
3. Developing workforce skills & capacity					
• Implement a clear framework and programme of training, education and development opportunities for all employees and promote all training available, equally across all departments. Record, monitor and report attendance levels at training sessions - feeding information to and utilising data from Performance Management tools to ensure staff training is accessed and appropriate systems are in place to ensure competencies are maintained in order to do their job. (IT Infrastructure needs to be in place).	Structured into annual Training Programme. Investigate options including Foundation degree options, in house HEI options. External commission JS Training Consultancy, Understanding and embedding the QCF into the local Social Care Sector, including where possible accreditation of in-house or collaborative courses. Short Awareness Workshop followed by active team event. Implement policy and supported by competency framework Finalise base structures and internally maximize staff subject to	ACHW Workforce Development Team. CILI. SCILS. Skills for Care / Skills for Health . ADASS. City & Guilds Examination Board. HCP. RCN & Trade Union Learning Reps	March 2011		Improve Performance rating by CQC.
• Consistently apply CPD through staff supervision, appraisal, training and contribute to skills audit. Ensuring specialist training is adequately provided for Lifeguards, AMHPs and O.T.s etc. in line with specific legislation requirements.					
• Review levels of training & qualification in the light of new roles (Resource Mgr, SSSW, SCA/LILT workers) & set revised recommendations for appropriate qualifications. Quality monitor feedback from customers, and feedback into learning cycle and training provision					
• The Registered Managers Award now Leadership & Management Award to be offered to all Resource Managers, whether they manage a Registered or unregistered service.					
					Appropriate number of SCA will be recruited.
					Team Plans will fully reflect Service objectives from which Personal Development Plans will flow.
					EIA will be evident.

<ul style="list-style-type: none">Develop vertical and horizontal Career pathways to create a flexible and agile workforce in line with QCF requirements and academic attainments, implementing research based management of change.	possible redeployment. Employment of multi skilled staff rather than specialist				Staff are knowledgeable and competent - evidenced by CQC.
<ul style="list-style-type: none">Build succession planning as an integral part of our workforce planning - for all areas of the service.					
<ul style="list-style-type: none">Ensuring the widest range of modular learning options are available to staff to meet their needs and interests and the interests of the organisation.					
<ul style="list-style-type: none">Work collaboratively and in close partnership internally and with strategic health commissioners, third sector and others to support the workforce with change resulting from integration, changes in legislation or organisational priorities. Preparing for leading change regarding community care provision					
<ul style="list-style-type: none">All Team members to engage and participate in developing the team plan with due regard to legislation requirements, including Equality & Diversity & Stress management					
<ul style="list-style-type: none">Ensure staff delivering training are competent and have undertaken nationally recognised training					
<ul style="list-style-type: none">Reduce reliance on temporary and agency staff (in support of succession planning, loss of knowledge and costs).					
4. Resourcing					
<ul style="list-style-type: none">Embed a flexible structure within the service, responsive to the changing demands of the service and the needs of our customers, in line with InLAWS strategy, aligning Workforce Development, Commissioning & finance to provide appropriate workforce commissioning, ensuring that staff will have agreed posts and be appropriately skilled.	Senior Managers driving the change Agreed target levels Active Review of all P&P. Lead managers identified. To set out a new structure for the team with the scope to fulfil the wider workforce and performance tasks. Sharing good practice events.	Senior managers supported by Service Managers and HR. Service Mangers Provision of appropriately equipped building. (property services) Service and Team Managers supported by TSA's. Senior Manager Workforce to complete. Client Finance Manager to lead supported by Skilled and knowledgeable internal resource I or temporary resource due to capacity and extent of change	On-going		Percentage of employees will increase. Policies and Procedures are up to date and staff are aware of these and where to find them. Improved rating from CQC. Restructured team aligned to Workforce Strategy. Staff in post, improved productivity. No agency or temporary staff in use. Restructured team aligned to agenda, staff in post, improved productivity. No agency or temporary staff in use. Revised structure in pace
<ul style="list-style-type: none">Continue to support disabled people into employment, lead by example by committing to support work placements in service.					
<ul style="list-style-type: none">Strengthen inter-agency and multi disciplinary working. Increase income generation through provision of workforce development to private sector					
<ul style="list-style-type: none">Endeavour to access funding to secure effective implementation for new initiatives.					
<ul style="list-style-type: none">Ensure all Policy & Procedures are current and workforce are aware and have EIA embedded within them.					
<ul style="list-style-type: none">To complete a review and establish a viable and cost effective Workforce Development Team, with clear responsibilities, and the opportunity to build and enhance skills, knowledge and opportunities.					
<ul style="list-style-type: none">Implement income generation streams through the production of high quality training events & promote to private sector					
5. Pay and rewards					
<ul style="list-style-type: none">Ensure appropriate staff have access to flexible and mobile working kit to maximise efficient working practice and enhance work-life balance.	Identify any kit required . New Corporate recognition scheme Aspire4excellence due to be launched in May 2010 Achievement/Awards ceremony for staff Awareness raising via Annual Christmas letter to customers Link to feedback	Information to be collated by line managers As outlined in line with new scheme Credit Union reps or management with info provided by Credit Union.	On annual basis		When all staff confirm that they have improved ways of working. Staff feedback on impact of scheme on motivation
<ul style="list-style-type: none">Recognition for outstanding work					
<ul style="list-style-type: none">Actively promote the benefits to staff of joining the credit union. (Strat Comm Adults JG &Comm & Prev AMc).					
<ul style="list-style-type: none">Reward will be linked to user feedback					
<ul style="list-style-type: none">As part of the restructuring, when new jobs are created, they are fairly and independently evaluated to ensure that the pay is equitable for the role and responsibilities.					
<ul style="list-style-type: none">Recognition of staff achievements via training and development. Introduce regular recognition events as appropriate to service					
<ul style="list-style-type: none">Consider strategies to prevent the further turnover of staff, particularly in the area of Joint Commissioning and Standards, resulting in further skill/knowledge shortages.					