Appendix B

Implementation Plan - Phase Two
Cheshire East All Age Carers Service

Responsible Persons	Key
Cath Magee - Head of Regional Operations	CM
Keri Smith - Head of Development	KS
Chris Mizzi - Head of IT	CMZ
Lisa Taaffe - Senior Development Manager	LT
Gareth Davies - Development Manager	GD
Thomas Atherton - Deputy Business Development Manager	TA
Jane Reeves - Service Manager	JR
Hester Pownall, HR Business Partner	HP
Anna Evans - Learning and Development Manager	AE
Pippa Penfold - Marketing Manager	PP
Joanne Priest - Adult Carers TL	JP
Cara Fullelove - Young Carers TL	CF
Sandra Curren - Purchase Ledger Coordinator	SC
Ian Griffiths - Management Accounts	IG

Version Control	Date / Version Number	Version Number
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	05.02.23	V1
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	06.02.23	V2
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	09.02.23	V3

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Cheshire East All Age Carers Service

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Incentive or Target	Prevalent Notes
Commissioner Contract Meetings	JR / LT / CM														
Internal Implementation Meetings	LT arrange / All responsible persons attend														
Incentivised Indicators															
Development and implementation of service pathways with Children's early help, education and youth services (list not exhaustive)														£10,000	
1. School outreach plan mapped out	JR / CF														
1a Use of reception videos and referral cards	JR / CF														
1b. Referral and communication plan documented	JR / CF														
2. Referral and communication pathway agreed with Children's early help	JR / CF														
3. Referral and communication pathways agreed with key Youth Services (tba)	JR / CF														
Track identification of hidden young carers. Achieving annual target of 'new' young carers referred into the service.	JR/CF											TBC By 31/12/2023		£5,000	
Development and implementation of service pathways with GPs, hospitals, hospices and social care (list not exhaustive).															
1. GP reception videos and referral cards rolled out by Social Prescribers (track progress)	JR / JP														
2. Outreach plan for surgeries that do not engage with video/referral card pathway	JR / JP														
3. Outreach plan for Hospitals - agree referral and communications pathway - document	JR / JP														
4. Outreach plan for Hospices - agree referral and communications pathway - document	JR / JP														
5. Engagement plan with all social care teams - document current referral/comms pathways	JR / LT														
Carers' engagement and co-production plan (including annual satisfaction surveys) to be produced and monitored at quarterly contract reviews												TBC By 31/12/2023		£5,000	Start circulating and collating responses Oct 23.
1. Annual Satisfaction Survey Adult & Young (by post / email / survey monkey / txt)	JR / JP / CF														
2. Engage at carers forums	JR / JP / CF														
3. Establish a Young Carers steering group	JR / CF														
4. Establish a Parent Carers steering group	JR / JP														
5. Establish an Adult Carers steering Groups	JR / JP														
6. Informal steering feedback to be collected at all groups/activities	JR / CF / JP														
Development and implementation of the Take A Break service suitable for all carers (adult, parent and young):												TBC By 31/12/2023		£10,000	
1. Previous providers used as a temporary measure to provide take a break now	JR														
2. Agree solution for Young Carers (clubs and groups incl.)	JR / CF														
3. GRI explored as an alternative area wide/all needs solution - pilot period to be carried out	HP / JR / JP														
4. Explore possibility of recruiting own staff	HP / JR														
4a. Process/procedure and responsibility would need to be agreed - if responses are received from job advert	JR / JP														
4b. Place job advert for bank workers to provide sit in service	JR														
5. Alternative Day Services sourced and utilised	JR														
KPI's - Numbers/volume															
REVIEW BUDGET PERAMETERS FOR ALL ACTIVITIES / MARKETING TOOLS ETC	CM / JR / LT														
Awareness raising events / activities planned	JR / JP / CF													4	1 per qtr.
Approach in place to offer outcomes review to all carers with a support plan	LT / JR / JP / CF													90% per quarter	Report separately for adult and young
Approach in place to complete as many reviews as possible (intervals / approach / method - KEY Review items ONLY those outcomes 'scored/identified' at assessment)	LT / JR / JP / CF														
Approach in place to implement emergency / contingency plans (automatically generated as part of SNA)	JR / JP / CF														
Track/review the number of carers referred to Take a Break service	JR / CM														
Plan/track adult & parent carer sessions	JR / JP													16 per month	
Track the number of individual participants attending adult & parent carer sessions	JR / JP														
Plan/track young carers sessions delivered (young and adult)	JR / CF													16 per month, 12 per year	
TRACK - Cheshire Young Carers session provision (no. of events and attendees)	JR / CF														
Attempt to track No. of new informal support groups set up in the community	JR / Vol Coord														
Training courses delivered (either direct or via other organisations) - Immediate requirement for Dementia (DISC) and Meds training)	JR / CM													12 per year	3 per qtr.
Track the number of schools engaged with	JR / CF													15 different schools per year	
Plan/track the young carer awareness training delivered in schools engaged with	JR / CF													90% per year	13 of the 15 schools must have had yc awareness training (3-4 a qtr.)
Plan/track the schools that have a young carers champion of those we have engaged with	JR / CF													80% per year	12 of the 15 schools must have a young carers champion (3 per qtr.)
Service Support Quality															
Triage Process - peramters reviewed against data	JR / JP / CF														
Category/intensity of support - perameters reviewed against data	JR / JP / CF														
Modes of support - number by type reviewed	JR / JP / CF														
Intervention Types - number of each reviewed	JR / JP / CF														
Time/motion - review time allocated to each mode and intervention type	JR / JP / CF														
Outcomes - WEMWEBS Outcomes reviewed	JR / JP / CF														
Outcomes - SNA Outcomes measure reviewed	JR / JP / CF														
Outcomes - Needs review outcomes reviewed	JR / JP / CF														
Outcomes - Young carers outcomes reviewed	JR / JP / CF														
Experience Questionnaire - Outcomes reviewed	JR / JP / CF														
Groups - Reivew range offered and engaement levels	JR / JP / CF														
Activities - Review range offered and engagement levels	JR / JP / CF														
Carer training - Review range offered and engagement levels	JR / JP / CF														
Living Well Fund - Review use and link to outcomes (if possible)	JR / JP / CF														
Take a Break fund - Review use and link to outcomes (if possible)	JR / JP / CF														
Hospital Discharge fund - Review use and link to carers assessments (if possible)	JR / JP / CF														
Emergency Card - Review take up levels	JR / JP / CF														
Fundraising															
CCBT / CBT / COUNCELLING - For Young carers / Adult	LT														

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Processes - Procedures LINKED TO Charity Log														
Charity Log built to collect all data required to report requirements of 'Performance Workbook' - SEE 'Software Work' tab	LT / CMZ													
Contract KPI's (collected/reported in CL - templates for when cant directly enter data) :														
Referral Template	LT / JP / CF													
Contact record template	GD / TA	Temp			Update versions									
Consent/privacy Template (led by when confidentiality is broken)	GD / TA	Temp			Update versions									
Adult CSNA template (matching Liquid Logic)	LT / JP				Review									
Adult Needs Review template (for those not having a SCNA)	LT / JP													
Young CSNA template (unique to Liquid Logic):	LT / CF													
1. CE still to confirm who is responsible for Young CSNA	LT													
2. In mean time agreed to continue CSNA (NOT contractual requirement)	LT													
Parent CSNA template (TBC with CE)	LT													
Adults Support Outcomes Monitoring Tool (Matching Liquid Logic):	LT / JP													
1. Agree with CE that score system can be used without need for other score mechanisms	LT													
2. Discuss Liquid Logic score system with CE - request change	LT / JP													
Young Support Outcomes Monitoring Tool (unique to Liquid Logic - remove PANOC)	LT / CF													Review when SNA clear
Support plan template (built out from Outcomes monitoring tool) Young and Adults	LT / CF /JP													
Young Carer Review template (for those not having a SCNA)	LT / CF													
Support Effectiveness Review template Young and Adults	GD/TA													
WEMWBS - Short version implemented	GD / TA													
Experience Questionnaire (5 light touch review questions) template - to be used at every opportunity	LT													
Contract Outcomes - collect items NOT recorded as part of outcomes measure / annual review / experience questionnaire	LT / JP / CF / JR													
Short and Long Term Report - Data set agreed with CE	LT													
MDS Client Dataset - Data set agreed with CE	LT													
Contract Demographics - Agree with CE to match the Short and Long term report requirements	LT													
Emergency Card brief to marketing	LT													
Emergency Card generated by marketing	JR													
Emergency Plan to accompany template created	GD / TA													
Risk Assessments:														
For home visits	GD / TA													For all
For groups/activity venues	GD / TA													For all
For co-location venues where one to ones are carried o	GD / TA													For all
For when someone shares information around risk to se	GD / TA													
For when someone shared information around risk to ot	GD / TA													
Safeguarding/incidents record	GD / TA	Temp												
Review temporary approach for effectiveness	GD / TA													
Peninsula implemented with supporting template	GD / TA													
Attendance Log template for groups/events	GD / TA													
Service feedback form to use at ALL engagements/groups with carers (informal steering discussions)	LT / JP / CF													
Accurate list/account of all interventions provided	LT / JP / CF / JR													
Record of contact with referral partners/agencies	LT / JP / CF / JR													
Living Well Fund application	GD / TA													
Take a Break application	GD / TA													
Hospital Discharge record	JR					Review								
BACS transfer request sheets (provided by Finance)	LT / SC													
BACS failed query sheet (provided by Finance)	LT / SC													
Eligibility Criteria agreed for Living Well Fund (based on extent of needs identified during assessment)	LT / JP / CF / JR													
Eligibility Criteria agreed for Take a Break Fund (based on extent of needs identified during assessment)	LT / JP / CF / JR													
Volunteer / Peer / befriending approach	JR													
Volunteer chat line - reviewed and re-established - tbc	JR													
Service protocol complete in line with guidance for accurate use of Charity Log	LT													
Cheshire East Carers - SLA in place and performance monitored - MUST ensure all carers accessing are also registered with service	LT / JR / CF													
Free post address arranged	JR													
COMMUNITY REGIONS AND VENUES REVIEWED - MAPPED OUT 'NOW' AND 'TARGET' REGIONS	LT / JP / CF / JR													
Marketing														
Promotional material for Adults - updated	JR / JP / PP													
Promotional material for Parents - updated	JR / JP / PP													
Service Information Handbook														
Website - content managed	JR / JP / CF / PP													
Social media - content managed	JR / JP / CF / PP													
Branded banner etc. for events (Adult and Young)	JR / JP / CF / PP													
YOUNG CARER COMMS PLAN/PROJECT	KS / JR / CF / PP													
Schools video and cards created	JR / CF / PP													
Professional communications material/docs. created (referral partners - SEE Incentivised targets)	LT / JP / CF / JR													
Policies														
Risk Assessment Policy	JR													LOCATE AND SUBMIT
Business Continuity Management Plan	JR													TO BE DEVELOPED
Service User Consent	GD / TA													TO BE DEVELOPED/EXPANDED
Service Development	LT													PHASE 2 IMPLEMENTATION PLAN FOLLOWED BY ONGOING SERVICE DEVELOPMENT PROJECT PLAN REQUIRED

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Progress Tracking Key: *Complete*   *Scheduled*   Delayed

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Staff Related															
Staff Inducted / onboarded	JR / KS / GD / LB	Complete	Complete												
Recruit to gaps (Vol Coordinator)	JR	Complete	Complete												
Review of training record from N-compass	JR / AE	Complete	Complete												
Review of service training Matrix	JR / AE	Complete	Complete	Complete											
One to one for TL's - Roles and responsibilities / Job descriptions /performance targets etc	JR				Scheduled	Scheduled									
One to one for all staff - Roles and responsibilities / Job descriptions / performance targets etc	JR / JP / CF				Scheduled	Scheduled									
Training / CPD agreed for all staff	JR				Scheduled	Scheduled									
Team Targets (See KPI sheet)	Cheshire East Council	Complete	Complete	Complete											
Individual targets agreed based on hours worked	JR / JP / CF				Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled			
Continual assessment of targets for appropriateness	JR / JP / CF				Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled			
Equipment review - all staff access to hardware/software required	JR	Complete	Complete	Complete											
Team meetings	JR	Complete	Complete	Complete	Scheduled	Scheduled									
Weekly check ins	LT	Complete	Complete	Complete											
Office storage / organisation in place	JR	Complete			Review / new order										
Confidential waste in place	JR			Complete											
Notice boards up	JR				Scheduled										
Final Training Matrix confirmed	JR / AE						Scheduled	Scheduled							
Additional Office space in building - perameters of use	JR / CM				Scheduled										
COMMUNITY REGIONS AND VENUES REVIEWED - MAPPED OUT 'NOW' AND 'TARGET' REGIO	JR / JP / CF			Complete	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled	Scheduled			

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Charity Log and Data														
Review of N-Compass Data	LT / CMZ	Complete												
Identify incompatible N-compass Data	LT / CMZ	Complete	Complete											
Solution for staff to access all N-Compass data if not compatible with CL	LT / CMZ		Complete	Complete										
Core Data build (Demographics etc.)	LT / CMZ	Complete	Complete	Complete										
Review all data reporting req (SALT & Contract)	LT	Complete	Complete	Complete										
Confirm parameters for reducing duplication with CE	LT		Complete	Complete										
Work Flow build	LT / CMZ				Scheduled	Scheduled	Scheduled							
Outcomes build	LT / CMZ				Scheduled	Scheduled	Scheduled							
Groups/Activities Build	LT / CMZ				Scheduled	Scheduled	Scheduled							
Feedback/Review Build	LT / CMZ				Scheduled	Scheduled	Scheduled							
All drop down lists generated	LT / JP / CF				Scheduled	Scheduled	Scheduled							
Organisations list generated	LT / JP / CF				Scheduled	Scheduled	Scheduled							
Import Compatible N-Compass Data	LT / CMZ					Scheduled	Scheduled							
Staff training	CM / Dizions					Scheduled	Scheduled							
Trial Use	JR / JP / CF					Scheduled	Scheduled							
Back dated entried	TBC						Scheduled	Scheduled						
Liquid Logic														
Review new Assessment doc.	LT	Complete	Complete											
Agree use parameters with CE	LT	Complete	Complete											
Implement use of new Adults CSNA	LT / JP / Team	Complete	Complete	Complete	Complete									
Solution required for Young Carers SNA	LT				Scheduled	Scheduled								
Solution required for Parent Carers SNA	LT				Scheduled	Scheduled								
Feedback/review of use with CE	LT / JP				Scheduled									
Delegation process implemented	LT													TBC

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Progress Tracking Key: Complete   Scheduled   Delayed

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Social Value - Tracking																
Environment-local intiatives	JR												Scheduled	**1 iniative per qtr**	Run a minimum of 4 of our own initiatives per annum, over 16 hours and volunteer an additional 30 hours of staff volunteering time per annum to green space initiatives resulting in £778.78 time invested per annum (NT86). Provide narrative of steps taken.	
Environment- other measures	JR		Scheduled											**Target 1 tCO2e**	Provide narrative of steps taken	
Social- partnerships	JR				Scheduled								Scheduled	**3 culturally appropriate activities/events per annum**	Provide narrative of events provided	
Social- funding support	Fundraising Team							Scheduled		Scheduled			Scheduled	**Provide narrative of grants applied for / awarded**	Provide narrative of grants applied for / awarded	
Social- staff resources	JR												Scheduled	**Target 12 hours staff volunteering time per annum, 3 per qtr**	Provide narrative / update of engagement	
Social- provision of expert advice	KS												Scheduled	**Commit a minimum of 5 hours of staff expert time per annum**	Provide narrative response	
Economic- employee skill sets - training	JR & AE	Complete	Complete					Scheduled						**Target 2 training weeks**	Provide update using training Matrix developed for the service to show training provided - already includes SCIE Strengths based training	
Economic- employment opportunities													Scheduled	**48 hours volunteering towards NEETS**	Provide evidence	
								Scheduled						**16 weeks 4 week per person**	3 unpaid/1 paid work placement	
								Scheduled						**52 weeks**	1 Apprenticehsip	**Volunteering management project set up - Induction / acive / resting / activity / reason for leaving etc**
	JR & VOL COORD							Scheduled						**Employ 1 carer per annum**	Provide evidence	

RISK Register

No	Description of Risk	Date identified	Impact	Probability	Mitigating Actions/Countermeasure *(What we can do to stop it happening or having an impact)*	Risk owner	Risk Assessment Post Contingency
			High / Medium / Low	Very likely / Possible / Unlikely			
1	Software not in place to record support provision from 01.01.23	03.01.23	Medium	High	Data from N-Compass not 'clean' for import. Reporting criteria needs to be reviewed before software complete. Reduce duplicate entries in CL and LL. MOST recording criteria collected manually for data entry later. Outcomes tools and measurements wont be as final 'tools' only just being confirmed.	LT	Low
2	Staff resistant to change.	03.01.23	High	Very likely	BUT not applicable to the whole team. Extent of impact being assessed as of 06.02.23. Performance management protocol deployed to either win hearts and minds or allocate responsibilities to staff able to implement what is required.	JR	Medium
3	Time taken to collect responses to the 17 page Adults SNA	28.01.23	Medium	Possible	Ongoing pro-active assessment of changes with CE and/or steps staff can take to reduce time taken	LT/JR	Low
4	Referrals received with expectations of a 'break' or access to the LWF as purpose for referral	28.01.23	Medium	Possible	Work with referral partners to clarify ideal message that carers should receive about the service and support offered	LT/JR	
5	Implementing an effective approach to completing reviews that Carers respond well to	28.01.23	Low	Possible	Implementing the use of experience questionnaire that allows the carer to provide feedback in a less formal approach.	LT	Low
6	Non intervention related tasks	28.01.23	Medium	Possible	Ongoing review of tasks and time taken for discussion with CE regarding value and contribution to achieving outcomes for carers	LT	Low
7	Young Carers SNA - if a continued need for the service what % of staff time will this take from other objectives/targets	28.01.23	Medium	Possible	Work with CE to agree best approach to both Young SNA as well as how/what to prioritise other KPI's for YC as a result	JR	Low
8	Confusion in Cheshire East about our offer compared with Cheshire Young Carers	28.01.23	High	Possible	Pro actively work with Cheshire Young Carers regarding their approach and offer in the CE community. Where we are sub-contracting groups create a joined up approach. Encourage for all activity in the region to be 'joined up' but we recognise there needs to be an appetite for that from CYC.	LT	Medium

Training Matrix - Cheshire East Carers Service
Reviewed by: AE, JR & LT on 06.02.23

Place a date in the field when the employee has completed that training	Service Manager	Team Leader	Team Leader	SW 1	SW 2	SW 3	SW 4	SW 5	SW 6	SW 7	SW 8	SW 9	SW 10	SW 11	SW 12	SW 13	Vol Coord	SW 14	Vol 1	Vol 2	Date Personal Performance Plan Updated with record of individuals capabilities (at least every 6 months)
Induction Training including Service Model																					
Organisation Introduction (Including Governance Structure)																					
Service Model Understanding - Protocol/Processes/Pathways/Community based																					
Charity log																					
Outcomes Monitoring (SNA compliant)																					
Carers Assessments																					
Safeguarding Adults & Children																					
HSSE (Health and Safety - including fire awareness/safety)																					
First Aid - One day option																					
Equality and Diversity (including equal opportunities)																					
Lone Working and Risk Assessment																					
Risk Assessment to Self Assessment																					Best practice training sought from Psychological Therapies Dept
Risk to others Assessment																					Best practice training sought from Psychological Therapies Dept
Infection Control & prevention																					
Manual Handling / Moving and handling																					
Mental Capacity Act																					
Mental Health Awareness training																					
Communication Skills (Effective communications in line with individual needs - while demonstrating empathy, integrity and professionalism)																					On a needs basis
Service Key Performance Indicators - (Including the Accurate recording and reporting required information and Data Collection Tools)																					On a needs basis
Confidentiality/Data Protection (Information Governance)mandatory Information Governance training (NHS Toolkit level) covering: • Data security: Protecting Information • Introduction to Data Security Awareness • Breaches and incidents • Introduction to the Law																					
Report Writing/Keeping Accurate Records																					On a needs basis
SCIE - Dementia Training																					Course option decided appropriate to current level of knowledge/skills/quals
Effective Partnership Working																					
SCIE - Strengths Based Training, including:																					
Community Mapping																					
Risk Assessment																					
Positive Risk Taking																					
Person Centred Support Planning and review /Promoting and encouraging increased Independence (strengths and asset based)																					
Promoting healthy lifestyles and recovery for improved independence																					
Ongoing/Refresh Training within 12 months of Induction (Not All Mandatory)																					
Safeguarding Adults & Children																					
Positive Risk Assessment and management																					
Health and Safety																					
Service Key Performance Indicators - (Including the Accurate recording and reporting required information and Data Collection Tools)																					
Person centred Support / Promoting Independence (strengths and Asset based)																					
Multi-Disciplinary / Expert Training																					
Adult Early Help Team																					
Memory Clinic																					
CAHMS																					
Children's services																					
Social Care Locality Team																					
Cared for conditions (ALL)																					
CMHT's																					
Dietician																					
Council Safeguarding Training																					
Other																					
Continued Professional Development																					
Shadowing Internal Team																					
Management and Leadership Training																					

E-learning