

## Service Planning 2011-12

**Service:** Local Independent Living (SLIL)

### 2.1 Service Overview

The Purpose of the Local Independent Living Teams is to get the greatest possible increase in independence for those adults, families, carers and communities who need help. We will do this by:

- Listening to people so that we understand their needs and the risks they face
- Helping everybody to get the information and advice they need
- Agreeing with people what outcomes they want to achieve
- Helping people who need, or who are likely to need, public funding to find the Services which will be right for them
- Doing the things which we are required to do by law and regulations

Our aim is to enable customers and carers to live as independently and productively as possible. This will be achieved by placing personalisation and choice at the forefront of our services, whilst targeting our resources carefully so that Council funded support is provided only to those with assessed eligible needs.

### 2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SLIL001	Develop and pilot a range of models for intake and discharge reablement. Evaluate the outcome and implement recommendations	DADU001
SLIL002	Continuing to rollout personal budgets and embedding the Empower card as the default position for meeting assessed unmet substantial and critical needs	DADU002
SLIL003	Implement Accountable Budget Control (ABC)	DADU003
SLIL004	Co-location of teams and rationalising of bases. Developing a single point of referral and single assessment process. Taking account, within practice based commissioning, to commission and provide services at a local level.	DADU004
SLIL005	Achieving local alignment with Housing, Probation, Police, Children's Services and Health and Wellbeing	DADU005
SLIL006	Building on the existing LILTs by implementing SCR2 through fully functioning multi agency teams reporting performance at a local level.	DADU006

--	--	--

SLIL001	<i>Develop and pilot a range of models for intake and discharge reablement. Evaluate the outcome and implement recommendations</i>
---------	--

Responsible Officer	Jacqui Evans	Link to Directorate Objective	DADU001
---------------------	--------------	-------------------------------	---------

### Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SLIL001.1	Develop robust information, performance information and data set Phase One	Jacqui Evans	31/05/11
SLIL001.2	Develop robust information, performance information and data set Phase Two to be reviewed 3 Monthly	Jacqui Evans	31/03/12
SLIL001.3	Evaluate pilots: outcomes and savings for Front Line Wilmslow	Nicola Phillips	30/06/11
SLIL001.4	Evaluate pilots: outcomes and savings for A & E Leighton, and Nurse in Crewe LILT)	Vicky Worthington	30/06/11
SLIL001.5	Agree and implement new processes: Front line; Training; Self Funders	Nicola Phillips	30/12/11
SLIL001.6	Rollout of full reablement offer	Vicky Worthington	31/03/12
SLIL001.7			
SLIL001.8			
SLIL001.9			
SLIL001.10			

## Measures

[illegible]

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>
RLIL001	Reablement is not proved as effective in terms of delivering savings as forecast leading to shortfall in delivery of savings	Jacqui Evans	
RLIL002	Delays in 'hand-over' at the end of the re-ablement period, including that caused by insufficient capacity in the external market, prevents new cases been taken on, so delaying delivery of potential savings.	Jacqui Evans	

SLIL002      Continuing to rollout personal budgets and embedding the Empower card as the default position for meeting assessed unmet substantial and critical needs					
Responsible Officer	Jacqui Evans			Link to Directorate Objective	DADU002
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SLIL002.1	Achieve improvements in timeliness of card issuing			Sue Crompton	31/03/12
SLIL002.2	Identify and implement specialist Empower card solution options for different types of cases and situations			Garry Booth	30/04/11
SLIL002.3	Produce clear guidance for staff on Empower Platform			Garry Booth	30/04/11
SLIL002.4	Update guidance on Empower Platform as and when required			Rachael Elliot	31/03/12
SLIL002.5	Agree the rollout of Empower Plaform for Residential, Nursing and Community Providers			Alison McCudden	31/03/12
SLIL002.6					
SLIL002.7					
SLIL002.8					
SLIL002.9					
SLIL002.10					
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
NI 130	Proportion of people using social care who receive self-directed support				Jacqui Evans
Risk Management					
Risk Reference	Risk Description		Risk Owner		

RLIL003	Resistance from the public, communities and Members to the cultural change required in delivering personalisation leads to barriers in providing increasing choice and empowering citizens to manage their own health and wellbeing.	Jacqui Evans
RLIL004	Providers refuse to accept Empower Platform	Jacqui Evans
RLIL005	Current contract any risk? Wynn S	Jacqui Evans
RLIL006	Delay in structure review which may affect back room efficiencies	Jacqui Evans

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

SLIL003	<i>Implement Accountable Budget Control (ABC)</i>
---------	---

<b>Responsible Officer</b>	Jacqui Evans	<b>Link to Directorate Objective</b>	DADU003
----------------------------	--------------	--------------------------------------	---------

Reference	Action/Milestone	Responsible Officer	Date due for completion
SLIL003.1	Complete UAT	Jacqui Evans	31/10/11
SLIL003.2	Set targets and agree caseload management processes/criteria	Jacqui Evans	30/04/2011
SLIL003.3	Rollout of ABC to teams	Jacqui Evans	30/04/11
SLIL003.4	Embed ABC within supervision	Jacqui Evans	31/10/11
SLIL003.5	Evaluate monthly at ICSMT	Jacqui Evans	31/03/12
SLIL003.6			
SLIL003.7			
SLIL003.8			
SLIL003.9			
SLIL003.10			

[illegible]

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>
RLIL007	Risk that poor internal corporate financial information (availability and accuracy issues) means that Managers are less able (and so may become disengaged) to adequately manage the drivers of cost and performance.	Jacqui Evans	
RLIL008	Risk that locally created systems (designed to capture additional local management information) are not supported centrally and that information held is only understood by local managers and could easily be lost (once staff move on) resulting in difficulties in managing cost and performance issues at local level.	Jacqui Evans	



[illegible]

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>
RLIL009	Risk that due to an increasing ageing population, we are unable to manage demand for adult and social care within available resource and are unable to integrate with key partners and especially the NHS to secure better outcomes for customers and improve protection and safeguarding.	Jacqui Evans	
RLIL010	Risk that infrastructure (systems, buildings, processes and IT) within the Council and with Partners differ, leading to difficulties in sharing information, integration and in willingness to work together to secure better outcomes for customers and improve protection and safeguarding.	Jacqui Evans	
RLIL011	To take advantage of opportunities arising from existing and new partnerships emerging from integrating the 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.	Jacqui Evans	
RLIL012	Take advantage of the opportunity for local people to make better sense of Health and Social Care services through integration and connection locally.	Jacqui Evans	

SLIL005 <i>Achieving local alignment with Housing, Probation, Police, Children's Services and Health and Wellbeing</i>					
Responsible Officer	Jacqui Evans			Link to Directorate Objective	DADU005
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SLIL005.1	Identify and agree joint partnership and aligned link with the LILT: Housing			Jason Oxley	30/06/11
SLIL005.2	Identify and agree joint partnership and aligned link with the LILT: Probation			Rachael Elliot	30/06/11
SLIL005.3	Identify and agree joint partnership and aligned link with the LILT: Police			Vicky Worthington	30/09/11
SLIL005.4	Identify and agree joint partnership and aligned link with the LILT: Childrens Service			Nicola Phillips	31/03/12
SLIL005.5	Identify and agree joint partnership and aligned link with the LILT: Health and Wellbeing			Vicky Worthington	31/03/12
SLIL005.6	Identify and agree joint partnership and aligned link with the LILT: Supported Employment			Jason Oxley	30/09/11
SLIL005.7					
SLIL005.8					
SLIL005.9					
SLIL005.10					
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
NI 146	<i>Proportion of adults with learning disabilities in employment</i>				Jacqui Evans
NI145	<i>Proportion of adults with learning disabilities in supported accommodation</i>				Jacqui Evans
MLIL003	<i>Average waiting time for major adaptations</i>				Jacqui Evans
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>
RLIL014	A lack of clarity within the Council as to what the 'Local Delivery Model' actually is leads to confusion and possible misalignment of the Directorate with the model.	Jacqui Evans	
RLIL015	Risk that the definition of 'Local Delivery Model' is not consistent with our Partners and models may not be compatible, leading to the Directorate possibly delivering to (or against) differing Partner expectations rather than to Council expectations, and acts as a barrier to working together	Jacqui Evans	

SLIL006 <i>Building on the existing LILTs by implementing SCR2 through fully functioning multi agency teams reporting performance at a local level.</i>					
Responsible Officer	Jacqui Evans			Link to Directorate Objective	DADU006
Supporting Actions/Milestones					
Reference	Action/Milestone			Responsible Officer	Date due for completion
SLIL006.1	Service Level Agreement with Care4CE			Jacqui Evans	31/03/12
SLIL006.2	Design new process flow and develop new documentation/guidance/training			Jacqui Evans	31/03/12
SLIL006.3	Implement recommendations from Transport consultation			Jacqui Evans	30/05/12
SLIL006.4	Finalise costed model (model up the review cost, revisit the TCAS, review/agree case transfer process).			Jacqui Evans	31/12/11
SLIL006.5	New structures in place for Occupational Therapy			Nicola Phillips	31/03/12
SLIL006.6	New structures in place for Mental Health			Rachael Elliott	31/03/12
SLIL006.7	New structures in place for Client Finance			Pauline Walsh	31/03/12
SLIL006.8	Evaluate referral and review rates and demand against orginal expectations and ensure resources prioritised			Garry Booth	30/09/11
SLIL006.9	Review of VI Service development in line with the National Vision Strategy			Nicola Phillips	31/03/12
SLIL006.10					
Measures					
Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
NI 145	<i>Proportion of adults with learning disabilities in settled accommodation</i>				Jacqui Evans
MLIL004	<i>Average waiting time for minor adaptations</i>				Jacqui Evans
NI 133	<i>Waiting times for care packages</i>				Jacqui Evans
NI 135	<i>Carers receiving needs assessment or review and a specific carer's service, or advice and information</i>				Jacqui Evans
MLIL005	<i>Adult Safeguarding referrals, quantity as % of total referrals</i>				Jacqui Evans
MLIL006	<i>Reduction in the number of people using In-House Transport</i>				Jacqui Evans
Risk Management					
Risk Reference	Risk Description	Risk Owner		Each risk will require a supporting risk stewardship template completing.	
RLIL016	Insufficient understanding and awareness, by both internal and external stakeholders, of what 'Think Local Act Personal' is, leading to developments in the Directorate being inconsistent with the national strategy.	Jacqui Evans			


The template can be found on the Service Planning Centranet site.

Workforce Development					
NB: The full Workforce Development Plan template should be downloaded from the Service Planning Centranet page.					
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					
<ul style="list-style-type: none"><li>• Ensure managers at all levels have a sound understanding of the Corporate Plan and Business plans</li><li>Ensure mangers at all levels have an understanding of all aspects of the performance agenda with SAS, ADASS, NICE &amp; 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</li><li>Develop and understanding of knowledge management and development and the ability to transform intellectual assets/information into a medium for effective action</li><li>• Improve knowledge of the democratic process and report writing (especially for Cabinet) to increase workforce knowledge and skills and improve organisational performance.</li><li>Develop mechanisms/repositories to share knowledge eg data sources data (for example: PANSI &amp; POPPI D.H website).</li></ul>	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.
<ul style="list-style-type: none"><li>• 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.</li><li>• Improve knowledge of Revenue &amp; Budget setting process and financial management and budgetary skills. Including Discoverer Reporting embed in teams</li><li>Continually search for ways of ensuring our work has long term impact</li></ul>	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.
<ul style="list-style-type: none"><li>• Ensure all staff have a knowledge and understanding of the requirements re Equality &amp; Diversity and EIA. .</li><li>• 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</li><li>• Compare individual performance, knowledge and understanding against a checklist of sector specific competences and support individuals to reach acceptable standards.</li><li>• Support individuals to reach acceptable standards by structured supervision, induction, team meetings and appraisals.</li><li>• Promote practice in line with HR policies to support employees to maintain their caring role.</li></ul>	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		
<ul style="list-style-type: none"><li>• Ensuring implementation of quality standards across all parts of the organization and the wider PVI social care workforce.</li><li>Ensuring a means of measuring how learning is put into practice</li></ul>	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 measuring improvement of individual or organization.
			Ongoing : Light touch review & acreditation process		
2. Developing leadership capacity					
<ul style="list-style-type: none"><li>• To complete a knowledge and skills audit and ensure that newly appointed senior managers have the organisational &amp; management skills their new roles require, and are aware of their team's competencies, skills</li><li>• Support for key professionals to ensure they have the best skills, including professional development, coaching and mentoring.</li><li>• Support leadership development with a strong focus on the management of integrated working across services and with health.</li></ul>	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.