Service Planning 2011-12

Service:	Strategic Commissioning (SSTC)

2.1 Service Overview

The work of the team is to build capacity in communities and harness local skills to increase independence and demonstrate value for money. Our focus is on the development of self and mutual help services to maintain the health and wellbeing of adults and young people in Cheshire East and to ensure that citizens have access to information and mainstream services available within local communities.

From the 1st April 2011 to 31st March 2012 the Strategic Commissioning Team within the Local Authority will integrate with Central and Eastern Primary Care Trust Commissioning to provide Whole System Commissioning on the footprint of Cheshire East.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SSTC001	The Strategic Commissioning Unit will deliver the commissioning priorities of Adult Community Health and Wellbeing and Children and Families for Cheshire East Council and Central and Eastern Cheshire PCT. Whilst maximising the opportunities for integrating service provision across health and social care throughout all its commissioning	DADU004
SSTC002	The commissioning activity of the unit will promote personalisation, choice and control, a local service delivery and enchance the quality of life for people who require support from health and social care services.	DADU002
SSTC003	The Commissioning activity of the unit will promote healthy living through prevention and early intervention, encouraging people to develop their resilience and supporting their ability to be independent citizens of Cheshire East.	DADU001
SSTC004	The commissioning activity of the unit will protect citizens and communities from avoidable harm and abuse, by working in partnership with stakeholders to provide a safeguarding board and services associated with protecting vulnerable people.	DADU004
SSTC005	All services 'commissioned' will maximise opportunities to generate income for individuals and providers to achieve cost efficiencies by remodelling or procuring in line with financial limits.	DADU003

SSTC001	The Strategic Commissioning Unit will deliver the commissioning priorities of Adult Community Health and Wellbeing and Children and Families for Cheshire East Council and Central and Eastern Cheshire PCT. Whilst maximising the opportunities for integrating service provision across health and social care throughout all its		
Responsible Officer	Lucia Scally	**Link to Directorate Objective**	DADU004

Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SSTC001.1	Establish a structure that will deliver the integrated commissioning objectives of Adults, Children and Health	Lucia Scally	Dec-11
SSTC001.2	Establish intelligence data the council will need to inform commissioning and delivery of services. Ensuring I.T systems can produce public health information and intelligence.	Lucia Scally	Oct-11
SSTC001.3	Plan and implement actions associated with strategic commissioning strategies for adults and children with complex needs	Lucia Scally	Mar-12
SSTC001.4	Develop the Health Inequalities Strategy ensuring that it effectively targets all the population within the council area	Lucia Scally	Mar-12
SSTC001.5	Develop the Health and Wellbeing Board with partners	Lucia Scally	Mar-12
SSTC001.6			
SSTC001.7			
SSTC001.8			
SSTC001.9			
SSTC001.10			

Measures

Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
NI 125	*Older people discharged from hospital to rehabilitation or intermediate care, who are living at home 91 days after discharge*				Jacqui Evans
NI 131	*Delayed transfers of care*				Jacqui Evans

Risk Management

Risk Reference	Risk Description	Risk Owner	
	Partners may be following other differing major national initiatives and have conflicting priorities for scarce resource which may impact and/or bypass Cheshire East developments, making it difficult to ensure successful integration of commissioning priorities and teams	Lucia Scally	
	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.	Lucia Scally	**Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.**
	Take advantage of the opportunity for local people to make better sense of Health and Social Care services through integration and connection locally.	Lucia Scally	
	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.	Lucia Scally	
	Risk that integration and joint working between partners is driven by individuals within the organisations rather than as a result of organisational buy-in to the joint working, resulting in over-reliance on individuals and the risk of relationships failing if the individual leaves. This will have a detrimental affect on joint working to integrate the assessment of customers, delivery, commissioning and provision of services.	Lucia Scally	

SSTC002	The commissioning activity of the unit will promote personalisation, choice and control, a local service delivery and enchance the quality of life for people who require support from health and social care services.			
Responsible Officer	Lucia Scally		**Link to Directorate Objective**	DADU002

Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SSTC002.1	develop an outcome based monitoring system that effectively demonstrates that people's needs are being met through signposting to other services	Rob Walker	Oct-11
SSTC002.2	Introduction of dementia advisors within the community, working in close partnership with the Alzheimer's society and CWP	Jill Greenwood	Mar-12
SSTC002.3	Amendment of Consultation and Participation Strategy	Jill Greenwood	Apr-11
SSTC002.4	Development of new work programme for the next 5 yrs in line with the Service Plan in order to support Adult Services with their consultation needs for the future	Jill Greenwood	Mar-12
SSTC002.5	Implement volunteering policy, identifying gaps and ensuring Third sector contracts using volunteers adhere to basic standards of management and due diligence.	Rob Walker	Mar-12
SSTC002.6	Work with housing providers to develop supported housing to enable independence. Work with Cheshire Homechoice to develop a system linked into supported housing.	Lynn Glendenning	Oct-11
SSTC002.7	Implement actions identifed from the Equality and Diversity Consultation events report	Rob Walker	Mar-12
SSTC002.8	The Ageing Well Programme will be monitored and implemented over the next 3 years with the initial planning stages completed in an overarching programme setting out the priorities. 1st Phase	Jill Greenwood	Apr-11
SSTC002.9	The Ageing Well Programme will be monitored and implemented over the next 3 years with the initial planning stages completed in an overarching programme setting out the priorities. Final Completion.	Jill Greenwood	Mar-13
SSTC002.10	Implementation of the Dementia Strategy - ongoing programme	Jill Greenwood	Mar-12

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
MSTC001	*Number of people signposted and advised by Dementia Advisors*				Jill Greenwood
NI 141	*Percentage of vulnerable people achieving independent living*				Lynn Glendenning
NI 142	*Percentage of vulnerable people who are supported to maintain independent living*				Lynn Glendenning

Risk Management

Risk Reference	Risk Description	Risk Owner
	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.	Lucia Scally

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

SSTC003	The Commissioning activity of the unit will promote healthy living through prevention and early intervention, encouraging people to develop their resilience and supporting their ability to be independent citizens of Cheshire East.		
Responsible Officer	Lucia Scally	**Link to Directorate Objective**	DADU001

Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SSTC003.1	form an Employment Support Partnership Group to maximise joint applications for external funding, engagement with employers, sharing best practice, eliminating service overlaps and gaps	Rob Walker	Oct-11
SSTC003.2	Implement the enhanced Resource Directory to improve the availability and accessibility of information and advice	Rob Walker	Jul-11
SSTC003.3	Assistive Technology pilot within the Wilmslow LILT team in conjunction with the SCR2 rollout - implement and evaluate results	Rob Walker	Jul-11
SSTC003.4	develop Falls Prevention Pathway and to link in with CECPCT, Acute Hospitals Falls Prevention Strategy.	Rob Walker	Oct-11
SSTC003.5	Finalise the review of the DAAT service and implement any recommendations arising from this	Sandra Murphy	Jul-11
SSTC003.6	develop Advocacy support arrangements: 6 month pilot project	Sandra Murphy	Oct-11
SSTC003.7			
SSTC003.8			
SSTC003.9			
SSTC003.10			

Measures

Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
NI 125	*Older people discharged from hospital to rehabilitation or intermediate care, who are living at home 91 days after discharge*				Jacqui Evans
NI 131	*Delayed transfers of care*				Jacqui Evans
NI 146	*Proportion of adults with learning disabilities in employment*				Jacqui Evans
NI 145	*Proportion of adults with learning disabilities in settled accommodation*				Jacqui Evans

Risk Management

Risk Reference	Risk Description	Risk Owner	
	Risk that infrastructure requirements cannot keep pace with service developments (e.g. Resource Directory) and new initiatives leading to difficulties in providing increasing choice and empowering citizens to manage their own health and wellbeing.	Lucia Scally	
	Lack of investment in universal services and existing buildings to make them more accessible and available to older and disabled people acts as a barrier to the Directorate in making a substantial contribution to the health and wellbeing of the population.	Lucia Scally	**Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.**
	Resistance to closing down ineffective, old and inaccessible buildings so that a better service can be provided elsewhere acts as a barrier to the Directorate in making a substantial contribution to the health and wellbeing of the population.	Lucia Scally	

SSTC004	The commissioning activity of the unit will protect citizens and communities from avoidable harm and abuse, by working in partnership with stakeholders to provide a safeguarding board and services associated with protecting vulnerable people.		
Responsible Officer	Lucia Scally	Link to Directorate Objective	DADU004

Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SSTC004.1	Dignity in Care events held	Sandra Murphy	Mar-12
SSTC004.2	Develoment of End of Life pathways that enables customers to express living wishes in aspects of their lives	Jill Greenwood	Mar-12
SSTC004.3	Implementation of out of hours service	Sandra Murphy	Apr-11
SSTC004.4	Implementation of the Hate Crime Strategy	Sandra Murphy	Mar-12
SSTC004.5	Safeguarding awareness raising events to be organised and held	Sandra Murphy	Mar-12
SSTC004.6	To review with partners the potential for an intergrated out of hours service	Sandra Murphy	Oct-11
SSTC004.7			
SSTC004.8			
SSTC004.9			
SSTC004.10			

Measures

Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
MSTC002	*Adult Protection training during the year*				Sandra Murphy
MSTC003	*Percentage of all referrals to adult safeguarding services which are repeat referrals*				Sandra Murphy
MSTC004	*Increase number of Dignity Champions*				Sandra Murphy

Risk Management

Risk Reference	Risk Description	Risk Owner	
	Partners may be following other differing major national initiatives and have conflicting priorities for scarce resource which may impact on the safeguarding board provision and services associated with protecting vulnerable people	Lucia Scally	
	Risk that infrastructure (systems, processes and IT) within the Council differ from partner infrastructures, leading to difficulties in sharing information and in willingness to work together to secure better outcomes for customers and improve protection and safeguarding.	Lucia Scally	**Each risk will require a supporting risk stewardship template completing. The template can be found on the Service Planning Centranet site.**

SSTC005	All services 'commissioned' will maximise opportunities to generate income for individuals and providers to achieve cost efficiencies by remodelling or procuring in line with financial limits.		
Responsible Officer	Lucia Scally	**Link to Directorate Objective**	DADU003

Supporting Actions/Milestones

Reference	Action/Milestone	Responsible Officer	Date due for completion
SSTC005.1	Encourage and assist individuals to take up eligible welfare benefits	Alison McCudden	Mar-12
SSTC005.2	Efficency reviews requirement incorporated within Third Sector contracts and results of reviews evaluated	Rob Walker	Mar-12
SSTC005.3	Implement the Client Finance Charging Policy changes	Alison McCudden	Jun-11
SSTC005.4	Embed personalisation process for Adult Services Transport and Meals	Alison McCudden	Mar-12
SSTC005.5	Review 'Supporting People' contracts	Lynn Glendenning	Mar-12
SSTC005.6	Implement the residential and nursing home contracts	Lynn Glendenning	Oct-11
SSTC005.7	Implement the procurement of domiciliary care	Lynn Glendenning	Jun-12
SSTC005.8			
SSTC005.9			
SSTC005.10			

Measures

Reference	Measure Description	Target 2011/12	Target 2012/13	Target 2013/14	Responsible Officer
MSTC005	*Number of people helped to maximise their individual income*				Alison McCudden
NI 141	*Percentage of vulnerable people achieving independent living*				Lynn Glendenning
NI 142	*Percentage of vulnerable people who are supported to maintain independent living*				Lynn Glendenning
MSTC006	*Number of successful bids for Social Impact Bonds*				Alison McCudden
MSTC007	*Target Income to Department met following the Client Finance Charging Policy changes*				Alison McCudden
NI 130	*Proportion of people using social care who receive self-directed support*				Jacqui Evans

Risk Management

Risk Reference	Risk Description	Risk Owner	
	Risk that due to an increasing ageing population, we are unable to manage demand for adult and social care within available resource.	Lucia Scally	**Each risk will require a supporting risk stewardship template completing.**
			The template can be found on the Service Planning Centranet site.

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 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).	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 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. • 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	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.
• Ensure all staff have a knowledge and understanding of the requirements re Equality & Diversity and EIA. . • 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 • 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.	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		
• 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 measuring improvement of individual or organization.
			Ongoing : Light touch review & acreditation 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 • 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.	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.