

## AGENDA MANAGEMENT SHEET

<b>Name of Committee</b>	<b>Adult Social Care and Health Overview and Scrutiny Committee</b>
<b>Date of Committee</b>	<b>13<sup>th</sup> April 2011</b>
<b>Report Title</b>	<b>Adult, Health &amp; Community Services Directorate Plan 2011-13 and Performance Report</b>
<b>Summary</b>	The County Council has a formal structure for the development of business plans at a Directorate level. This report introduces the AHCS Directorate Plan for 2011-13 and in addition expresses performance to date against the measures and indicators used to track progress in 2010/11.
<b>For further information please contact:</b>	Andrew Sharp Service Manager, OPPD, Intelligence & Market Facilitation Tel: 01926 745610
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.
<b>Background papers</b>	Corporate Business Plan 2011-13 Corporate Performance Framework report May 2011

### CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input checked="" type="checkbox"/> Health Overview and Scrutiny Committee
Local Member(s)	<input checked="" type="checkbox"/> Not Applicable
Other Elected Members	<input checked="" type="checkbox"/> Councillor L Caborn, Councillor D Shilton, Councillor C Watson, Councillor S Tooth, Councillor C Rolfe, Councillor J Tandy, Councillor J Ross, Councillor P Balaam
Cabinet Member	<input checked="" type="checkbox"/> Councillor A Farnell, Councillor Mrs I Seccombe, Councillor H Timms
Chief Executive	<input type="checkbox"/> .....
Legal	<input checked="" type="checkbox"/> Alison Hallworth, Adult and Community Team Leader

Finance	<input checked="" type="checkbox"/>	Chris Norton, Strategic Finance Manager
Other Chief Officers	<input type="checkbox"/>	.....
District Councils	<input type="checkbox"/>	.....
Health Authority	<input checked="" type="checkbox"/>	Warwickshire PCT
Police	<input type="checkbox"/>	.....
Other Bodies/Individuals	<input checked="" type="checkbox"/>	Janet Purcell, Cabinet Manager

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by this Committee	<input type="checkbox"/>	.....
To Council	<input type="checkbox"/>	.....
To Cabinet	<input type="checkbox"/>	.....
To an O & S Committee	<input type="checkbox"/>	.....
To an Area Committee	<input type="checkbox"/>	.....
Further Consultation	<input type="checkbox"/>	.....

## **Adult Social Care and Health Overview and Scrutiny Committee – 13<sup>th</sup> April 2011**

### **Adult, Health & Community Services Directorate Plan 2011- 13 and Performance Report**

#### **Report of the Strategic Director, Adult, Health and Community Services**

##### **Recommendations**

It is recommended that the committee:

1. Consider and comment on the content of the report and approve the Directorate Business Plan 2011-12, attached at appendix A.
2. Consider and comment on the content of the performance report used to support the development of the plan, attached at appendix B.

#### **1. Background**

- 1.1 The County Council has in place a formal structure for the development of business plans at a corporate and Directorate level. Although it is anticipated that following decisions by Cabinet to move to a structure of three groups with a series of supporting business units, the Directorate have produced the plan attached as appendix A to this report to support the transition process.
- 1.2 Directorate Business Plans are produced in line with a corporate template however steps have been taken to ensure that the content of the plan for 2011-13 is in line with the information contained within our transformation programme plans. Although this document is a separate entity to our strategic transformation document there is significant synergy between them.

#### **2. Information and Advice**

- 2.1 The Corporate Business Plan 2011-13 was approved by Council in February 2011 and contains within it an element specifically related to the delivery of adult social care (Ambition 3 – Care & Independence). In addition to this there is a generic organisational element within the plan to which all Directorates and services are required to contribute (Ambition 7 – Organisation). In developing the Directorate plan the focus of our activity has been directed towards the delivery of these two overarching strategic objectives.
- 2.2 Underpinning the delivery of these headline strategic objectives the Directorate has ensured that the activity and direction of travel expressed within the plan responds to the specific expectations of the leaders' ambitions related to them.

For ambition 3 – Care & Independence the Directorate is committed to working

towards the following aims and associated outcomes for residents of Warwickshire.

Delivery Aims:

- Fulfil our duty of care to older and vulnerable people
- Ensure that all those eligible are offered an adult care personal budget
- Increase the scope of re-ablement services
- Improve numbers of older people living independently in their own homes
- Continue improving our relationship with Health services whilst managing changes to the Health community
- Embrace the Public Health Service within our responsibilities

Outcomes for Warwickshire:

- Warwickshire's residents have more choice & control
- The number of home care packages is decreased
- Warwickshire's vulnerable residents are supported at home
- Residents of Warwickshire have greater access to specialist residential care
- The successful transfer of the Public Health Service to the Local Authority.

- 2.3 Within the Directorate Business Plan 2011-13 we have clearly stated our commitment to the delivery of our mission statement as expressed within our transformation programme to: *"Ensure people can maximise all opportunities to live independently. Our mantra is recovery, rehabilitation and reablement, where people need care, they have this delivered in the most personalised and cost effective way."*
- 2.4 Building upon this mission statement the direction of travel for the Directorate is highlighted as being in response to both national and local drivers for change. The programme of transformation for the Directorate is significant and the plan identifies the strategic nature of this change whilst recognising and reflecting the need to maintain effective operational delivery during a period of transition. For this reason the work strands and objectives within the delivery plan element of the document are reflective of the objectives within the transformation programme. The Directorate has achieved a lot in the past few years in terms of improvements in its performance against national measures but it is recognised that further step change is required.
- 2.5 As part of the development of the Business Plan, robust links have been made to our financial planning and workforce planning frameworks. Not only does the plan reflects the financial position of the Directorate but also demonstrates the financial implications of the delivery of the transformation agenda.

In addition, from a employee perspective, in recognition of the need to ensure an efficient, effective and skilled workforce to deliver the change agenda we have highlighted a range of interventions that will be required over the life of the business plan, these being:

- Transformational leadership & management skills
- Capacity, skills and structures to deliver our new business model
- Market development & joint commissioning skills
- Partnership working with other teams, directorates and organisations
- Management of individual performance

2.6 In developing the Directorate Business Plan 2011-13 we have undertaken an assessment of our performance in 2010/11 against the national and regulatory measures that we have been working towards for the past few years. Following the completion of the current performance year (2010/11) many of these national and regulatory measures will be deleted by the Government Departments that currently require their collection. For this reason the performance measures contained at appendix B to this report reflect the position for the current year and are different to the proposed measures for the future contained within the business plan.

2.7 The measures contained at appendix B to this report show progress against our corporate and directorate plan objectives for the planning period 2010/11. It is important to note that at the time of producing this report, final performance data as at the end of the year is not available and the data presented is therefore forecast information. The following provides an overview of our headline performance in delivering against these outcomes:

### **Maximising independence for older people and people with disabilities:**

We have been measuring performance against 26 indicators for this outcome and as at the current forecast we project that target will be exceeded in relation to 14 (54%) of the measures. In addition to this it is anticipated that our targets will be met for a further 8 measures (31%) with an expectation that we will perform below target for the remaining 4 (15%).

Of particular note from a performance perspective is the progress we have made in the year with regards to reablement and intermediate care (NI125), ensuring that vulnerable people to achieve independent living (NI141) and increasing the number of those accessing secondary mental health services in settled accommodation (NI149).

### **Our Customers:**

For this outcome there are only 2 measures against which we have been judged in the past year and although the data to report our effectiveness in meeting our targets in this area is still under development, we are forecasting that we will exceed our targets for both of them.

### **Our Resources:**

Of the 6 measures used to assess performance in this area we anticipate that we will exceed our targets in relation to 2 of them (33%) whilst anticipating that we will hit target for a further 2 measures meaning that we are forecasting to perform below target in 2 areas.

In relation to positive performance areas, of particular note is the increase in the proportion of our customers placed in a residential setting who are accessing care rated as good or excellent by the Care Quality Commission.

### **Our People:**

In order to assess the way in which the Council supports the development of its workforce to deliver the objectives of the organisation a set of 9 measures have been set under the people heading. Due to time lag in data collection arrangements within the authority we are unable to report performance against 5 of these measures at this point in the year. Of the 4 measures against which reporting is possible we currently forecast that we will exceed our target for 1 indicator (25%) with the expectation that target will not be met for the remaining 3 (75%).

WENDY FABBRO  
Strategic Director of Adult,  
Health and Community Services

Shire Hall  
Warwick

March 2011

**Communications to design a common brand.**

**Adult, Health & Community Services**

**DIRECTORATE BUSINESS PLAN**

**2011-13**

## Collective Generic Statement from whole SDLT

- **This section to be provided by the PPU**

### **Foreword from the Portfolio Holder and Strategic Director**

The agenda for adult social care is changing; there is a clear and real shift in direction through the Putting People First agenda with increased focus on personalisation, self direction and increased levels of choice and control for customers. These changes which place a significant expectation upon adult social care and the way in which we operate in conjunction with our partners needs to be considered alongside the recent white paper “Liberating the NHS” which highlights the need for changes in the way in which health services are delivered and the interaction between these services and those provided by local authorities and in particular adult social care.

The reduction in funding available to the public sector as part of the response to the economic downturn have resulted in a real and imminent need for the public sector to shrink in line with the current political and economic landscape and as a result recent levels of investment in service provision, which has built in recent years, will need to be reduced along with investment in the Public Sector in general. In order to maintain quality in the social care sector and to continue to meet the aspirations and expectations of our customers and their carers as well as meeting the challenging national agenda we require a new model of service delivery.

Aside from these recent economic and political shifts there continues to be real demographic pressure upon the services that we provide with significant growth across all client groups’ particularly older people who form the largest proportion of our customer base. The issue in relation to demographics is not just however, one of numbers, although increases in the customer base do generate pressure upon social care services it is the increase in expectation around the levels and types of care and support that can be expected which is the greatest challenge to us and the rest of the public sector. If we are to meet these challenges a greater focus on the development of personalised services which are outside of those traditionally provided and commissioned through adult social is required. To deliver against this we have already commenced a significant programme of change as part of a broad based Transformation Programme which covers all of the services that we provide and commission across all client groups.



## Appendix A

Our progress in achieving our aspirations as a Directorate to improve the lives of the people in Warwickshire has been impressive and from a Social Care perspective in our most recent assessment by the Care Quality Commission (CQC), which covered the performance year 2009/10, we were rated as “performing well” which is one of the best ratings that can be achieved, this result builds on previous judgements and recognises that our performance in the criteria that form this assessment has improved and this translates into better experiences and outcomes for the people who use adult social care services and their carers from all client groups across Warwickshire. However despite all of the good work that has been done and the real progress that has been made, there continues to be major challenges facing our Directorate. These challenges, in many cases are not new and we have already started work to address them, however in the current economic situation at a national level there are some new issues that we must face and some of the traditional challenges take on a new dimension in the light of this global shift.

Our Transformation Programme which will be the main delivery vehicle for our directorate plan has been running for the past year and we have made significant progress in delivering against the targets we have set for ourselves. The programme is being delivered through a range of projects covering:

- Review of residential care and increase community charges
- Learning Disability Services
- Older People & Physical Disability Community Services
- Mental Health
- Adult Customer Journey

The key message that we would want to express is that together we have achieved a tremendous amount over recent years but recognise that there is still more to do. It will take a continued concerted effort and strategic and operational changes to the way in which we work to meet the key delivery priorities that we have set as part of this plan.

## Appendix A

We have proven that we have a real ability to meet our aspirations through our achievements to date and for this reason we believe that the challenges we face are achievable and by delivering against the objectives of this plan, everyone across the Directorate can play a role in making our aspiration a reality.

Wendy Fabbro

Strategic Director, Adult, Health & Community Services

Cllr Mrs Izzi Seccombe,

Portfolio Holder, Adult Social Care

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### **Our Vision and Priorities**

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- 2. Finance & Efficiency Statement**
- 3. Workforce Planning**
- 4. Directorate Report Card Measures**
- 5. Further Information**
- 6. Appendix Risk Register**

**WCC Vision & Priorities for the County of Warwickshire – *note: this section may still be subject to change.***

**Priorities are to:**

- Offer well being and independence for Warwickshire's vulnerable people
- Improve levels of safety in our communities and on our roads

**In a period of reduced finances, we know that we will have to do things differently, but we will continue to:**

- Support economic enterprise
- Improve recycling rates and minimise waste to landfill
- Raise standards in education
- Protect Warwickshire's environment and heritage.

## **Introducing the Directorate Plan**

This plan presents a strategic overview of the Adult, Health & Community Services Directorate. The purpose is to express how we as a Directorate will support the Council in achieving the shared vision and objectives of the organisation alongside a recognition of our need to work in partnership across the public sector. By reading this plan you should be able to gain a clear picture of the services that we provide as a Directorate, our priorities over the course of the next three years and how these link to the aims and aspirations of the Council and its partners as well as an understanding of the key challenges that we face in delivering against our commitments. You will also be able to see the progress that we have made so far and particularly in the past year towards achieving our strategic and transformational objectives. The achievement that we have made is set in the context of the steps that we will be taking at a strategic and operational level to address any barriers or blockages in meeting our current and future commitments.

As a Directorate we are currently structured as three Divisions each led by a Head of Service with specific responsibilities. There are clear inter relationships between the Divisions but each area has a specific focus within the delivery framework of our services.

The following provides a brief overview of the work of these Divisions:

### Localities – Head of Service, Jenny Wood

The localities Division is responsible for the commissioning of services for all client groups supported by the Directorate at a local level. In addition to this core responsibility the strategic direction for this Division continues to build on the transformation of Adult Social Care in Warwickshire, which began in October 2008. The transformation of adult social care is our response to the White paper 'Our Health, Our Care, Our say' and improving our performance and ensuring we are Putting People First by creating more personalised care services for Warwickshire citizens.

Over the course of the past year the Division has played a key role in increasing the number of people in Warwickshire who are helped to continue to live independently rather than having to be supported through residential provision, implemented developments in line our approach to the provision of personal budgets and supported the use of reablement services.

### Strategic Commissioning – Head of Service, Vacant

The Strategic Commissioning Division delivers a diverse set of services that are a mix of front line services such as Supporting People, assessment and development services such as contract monitoring and Coventry & Warwickshire Partnership for Care as well as back office support functions such as Business Intelligence which support strategic decision making. Although the work of the services in this Division are very different they are complimentary in nature and in many cases there are close and joint working arrangements between teams to deliver against our core objectives. Over the course of the past year the Division has taken the lead on the implementation of joint commissioning strategies for all client groups supported by the Directorate, has managed the continued delivery of the Care & Choice Accommodation Programme and undertaken work to positively and effectively engage with customers and carers to ensure that their needs and expectations are at the heart of the way in which we design and deliver services.

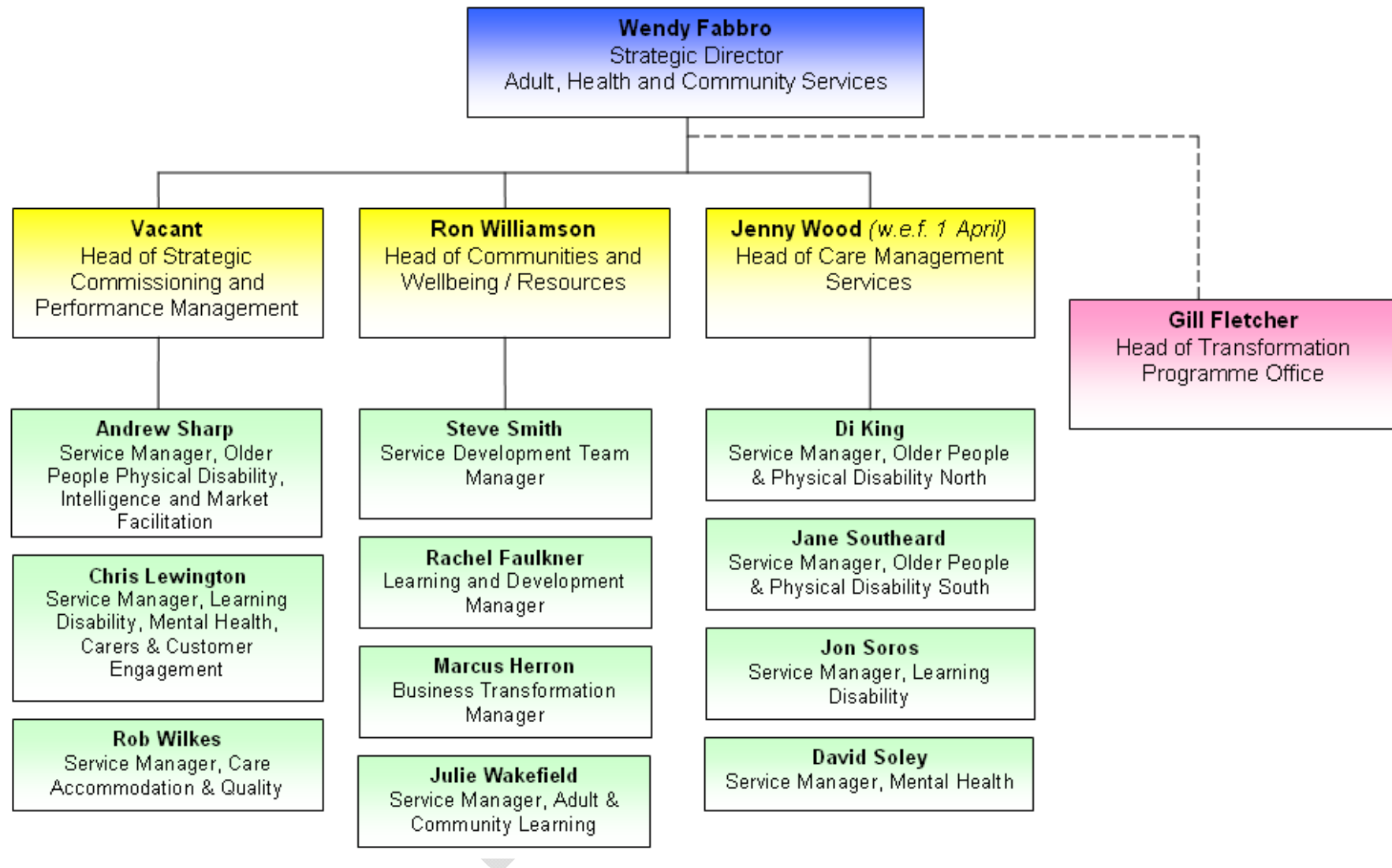
### Communities & Wellbeing – Head of Service, Ron Williamson

The functions within the Division that had previously been termed as local provider services form the bulk of this Division and cover the management of our directly provided adult social care residential homes, homecare and day services. In addition our reablement service which was full established in 2010/11 and some client group specific services such as Supported Employment for people with learning disabilities are also managed as part of this structure. Over the course of the past year this Division has successfully supported the transformation programme for adult social care by working with colleagues in strategic commissioning and localities to reshape services in order to focus on more personalised approaches.

In addition to our provider arm this Division also manages the Adult and Community Learning Service and the residual resources functions that remain with the Directorate such as learning and development and business transformation.

### Infrastructure & Support Arrangements

The way the Directorate and the wider Authority manages its support services and resources has changed in recent years with the majority of the functions being centralised within the Resources Group. The aim of this approach is to ensure the Directorate operates in a joined up, cohesive and efficient way while facilitating the necessary cultural transformation for the future. This configuration of centralised functions with outposted officers working within Directorates is designed to ensure that front line functions work closely and in partnership with Corporate Services and other stakeholders delivering services to a range of customers both directly and through Business Partnerships.





## **Directorate Priorities & how they support the Strategic Priorities for the County of Warwickshire**

Underpinning our commitment to the vision for Warwickshire, we have developed a mission statement for the Directorate, which informs our programme of service transformation and underpins all of the work that we do.

Our Directorate Mission is to:

*“Ensure people can maximise all opportunities to live independently. Our mantra is ‘recovery, rehabilitation and reablement’, where people need care, they have this delivered in the most personalised and cost effective way”.*

In order to ensure that we deliver the expectations of the vision and mission, whilst delivering high quality services that maximise dignity and respect for the individuals who use them, and that services promote self determination and encourage independence, it is vital that the workforce providing our many diverse services share a common value base.

The Adult, Health and Community Services core values are:

- **We put our customers first** – we must put systems in place for ongoing engagement with customers and then act on what we have heard
- **We take responsibility for the Council's services** – we are part of one Council and take responsibility for ensuring the customer receives a positive experience when engaging with us
- **We are proactive and learn from our mistakes** – we need to be prepared to take calculated risks and learn from mistakes
- **We have a praise culture not a blame culture** – we want a positive working environment where everyone's contribution is valued and appreciated
- **We challenge discrimination or bullying in any shape or form** – discrimination and bullying could divide us and create a negative environment if it went unchallenged
- **We work as members of teams and value the contribution of individuals in them** – none of us can deliver effective services on our own and we must work to develop strong teams and strong relationships with other teams
- **We treat our customers and other staff as we would want to be treated ourselves** – this is fundamental to working together effectively

### **Strategic Direction**

From an adult social care perspective we have clearly defined the areas in which we need to develop and enhance our working arrangements, structures and practice to meet the changing needs of the local population as part of a strategic transformation programme for the future. If we are to generate the financial savings required as a result of the current economic climate and to maintain or even grow the quality and level of service that we are able to provide, there is a clear need to invert the triangle of provision to move away from treatment and begin to focus more on supporting independence linked to prevention of deterioration.

This change in approach requires a cultural shift within the public sector and is challenging because there is a continued need to provide treatment and support to existing customers in a traditional format, whilst also seeking to invest in reducing the numbers of people who will require further more complex services in the future. Based upon this as part of the transformation of adult social care we need to be extremely clear about how we can move more towards approaches which support independence. The financial benefits of working in this way to the organisation are easy to define but the real human benefit of this approach is at the heart of our drive to deliver services in this way. Through services and approaches which support independence we can make a difference to people's lives and reduce their dependency whilst increasing their ability to live a full and active life.

Whilst we recognise the need to focus on the shift to supporting independence, we must continue to manage our existing services to ensure that they are efficient, effective and meet the needs of our customers. One of the ways in which we do this is to keep our Fair Access to Care Services (FACS) eligibility criteria under review; FACS in Warwickshire is currently set at substantial & critical which is in line with national benchmarks. As part of the ongoing debate around the future of social care services, consideration has been given to the notion of raising the eligibility criteria but it is considered that this would be self defeating as it would be counter to our work around moving more towards preventing those who are in receipt of our services deteriorating further and requiring high end complex services normally associated with those in critical need.

One of the issues that has come out of our review of FACS is a need to ensure that we continuously assess its application to ensure that services are only provided to those who meet this criteria and that alternative community based methods of support are provided to those with moderate or low level needs.

## Directorate Outcomes and Supporting Actions

<b>Strategic Outcomes for Warwickshire:</b>		<ul style="list-style-type: none"> <li>• Warwickshire's residents have more choice &amp; control</li> <li>• On going home care packages are decreased</li> <li>• Warwickshire's vulnerable residents are supported at home</li> <li>• Residents of Warwickshire have greater access to specialist residential care</li> </ul>		
<b>Transformation Portfolio</b>	<b>Learning Disability Services</b>	<b>Jenney Wood</b>		
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
Use of the Care Fund Calculator to reduce the cost of packages provided for customers with complex needs	Chris Lewington & Jon Soros	Sept 2010 – March 2011		To be confirmed by DLT Transformation Board (7 <sup>th</sup> April 2011)
Implement a business model to re-accommodate 75 people in residential care who wish to move to independent living	Chris Lewington & Jon Soros	Sept 2010 – March 2013		As above
Introduce personal budgets and create alternative affordable community support options	Chris Lewington & Jon Soros	Sept 2010 – March 2012		As above
Modernise day opportunities to create affordable day opportunity programmes including costs of transport	Chris Lewington & Jon Soros	Sept 2010 – March 2014		As above

<b>Strategic Outcomes for Warwickshire:</b>		<ul style="list-style-type: none"> <li>• Warwickshire's residents have more choice &amp; control</li> <li>• On going home care packages are decreased</li> <li>• Warwickshire's vulnerable residents are supported at home</li> <li>• Residents of Warwickshire have greater access to specialist residential care</li> </ul>		
<b>Transformation Portfolio</b>	<b>Older People &amp; Physical Disability Community Services</b>	<b>Head of Strategic Commissioning</b>		
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
Develop a partnership model with NHS Warwickshire, re-ablement service and intermediate care	Zoe Bogg	Sept 2010 – Sept 2011		To be confirmed by DLT Transformation Board (7 <sup>th</sup> April 2011)
Reduce demand for domiciliary care through re-ablement	Zoe Bogg	Sept 2010 – on-going		As above
Procure domiciliary care contract to meet our strategic objectives	Rob Wilkes/Andy Sharp	Jan 2010 – October 2011		As above
Develop & implement a prevention strategy to focus and target services	Andy Sharp	Dec 2010 – May 2011		As above
Develop & implement an information and advice strategy to focus and target services	Marcus Herron	Sept 2010 -		As above

<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
<b>Undertake a review of low level support contracts in line with the prevention approach</b>	<b>Andy Sharp</b>	<b>Complete</b>		<b>To be confirmed by DLT Transformation Board (7<sup>th</sup> April 2011)</b>
<b>Reduce high cost care packages utilising alternative forms of support linked to personalisation</b>	<b>Di King</b>	<b>Sept 2010 – March 2012</b>		<b>As above</b>

<b>Strategic Outcomes for Warwickshire:</b>		<ul style="list-style-type: none"> <li>• <b>Warwickshire's residents have more choice &amp; control</b></li> <li>• <b>On going home care packages are decreased</b></li> <li>• <b>Warwickshire's vulnerable residents are supported at home</b></li> <li>• <b>Residents of Warwickshire have greater access to specialist residential care</b></li> </ul>		
<b>Transformation Portfolio</b>	<b>Review of residential care and increase community charges</b>	<b>Ron Williamson</b>		
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
<b>Reduce high costs of residential care (WCC and WCS)</b>	<b>Rob Wilkes</b>	<b>Sept 2010 – March 20</b>		<b>To be confirmed by DLT Transformation Board (7<sup>th</sup> April 2011)</b>
<b>Commission 20 new extra care housing facilities across the county by 2015</b>	<b>Tim Willis</b>	<b>April 2010 – March 2015</b>		<b>As above</b>
<b>Review Charging and implement fairer charging to reduce demand</b>	<b>Ron Williamson</b>	<b>Sept 2010 – July 2011</b>		<b>As above</b>

<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
<b>Review day opportunities programmes and identify alternatives</b>	<b>Steve J Smith</b>	<b>Sept 2010 – March 2012</b>		<b>To be confirmed by DLT Transformation Board (7<sup>th</sup> April 2011)</b>

<b>Strategic Outcomes for Warwickshire:</b>		<ul style="list-style-type: none"> <li>• <b>Warwickshire's residents have more choice &amp; control</b></li> <li>• <b>On going home care packages are decreased</b></li> <li>• <b>Warwickshire's vulnerable residents are supported at home</b></li> <li>• <b>Residents of Warwickshire have greater access to specialist residential care</b></li> </ul>		
<b>Transformation Portfolio</b>	<b>Review services for Adults with a Physical Disability</b>	<b>Andy Sharp</b>		
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
<b>Reshape day centre services to offer community based alternatives and expand the use of personal budgets and direct payments</b>	<b>Andy Sharp</b>	<b>Sept 2010 – July 2011</b>		<b>To be confirmed by DLT Transformation Board (7<sup>th</sup> April 2011)</b>
<b>Reduce high cost residential care packages for customers with complex needs</b>	<b>Edward Roberts</b>	<b>Sept 2010 - TBC</b>		<b>As above</b>
<b>Reduce high cost domiciliary care packages through provision of alternative methods of support</b>	<b>Di King</b>	<b>Sept 2010 – March 2012</b>		<b>As above</b>

<b>Strategic Outcomes for Warwickshire:</b>		<ul style="list-style-type: none"> <li>• Warwickshire's residents have more choice &amp; control</li> <li>• On going home care packages are decreased</li> <li>• Warwickshire's vulnerable residents are supported at home</li> <li>• Residents of Warwickshire have greater access to specialist residential care</li> </ul>		
<b>Transformation Portfolio</b>	<b>Adult Customer Journey</b>		<b>Jenney Wood</b>	
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
Develop an access approach in partnership with the Council's One Front Door project to deliver a two-tier operational model for social care support	Gill Fletcher	TBC		To be confirmed by DLT Transformation Board (7 <sup>th</sup> April 2011)
Implementation support to address issues raised in the recent personalisation audit and internal review of self-directed support	Gill Fletcher	TBC		As above
Undertake workload analysis data capture to baseline the existing 'Adult Customer Journey' and identify areas for improvement	Gill Fletcher	TBC		As above
Develop a requirements analysis to bring together business requirements for financial systems	Gill Fletcher	TBC		As above



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<b>Transformation Portfolio</b>	<b>Review Mental Health Services</b>	<b>Jenney Wood</b>		
<b>Actions(2)</b>	<b>Accountable Officer (3)</b>	<b>Start / End Date(4)</b>	<b>Milestone Dates (5)</b>	<b>Measure of performance (6)</b>
Introduce personal budgets	Chris Lewington & David Soley	TBC		To be confirmed by DLT Transformation Board (7 <sup>th</sup> April 2011)
Undertake a review of day opportunity programmes and provide alternative support in line with personalisation	Chris Lewington & David Soley	TBC		As above
Reduce high cost residential care packages for customers with complex needs	Chris Lewington & David Soley	TBC		As above
Reduce high cost domiciliary care packages through provision of alternative methods of support	Chris Lewington & David Soley	TBC		As above

## Financial and Efficiency Statement – To be provided by finance

### Financial Statement – Revenue Budget and Capital Payments

Financial resources allocated to the Directorate for 2011/12 are as follows:

<b>Revenue Budget 2011/12</b>				
<b>Service</b>	<b>Base Budget £000</b>	<b>Increased Allocations £000</b>	<b>Decreased Allocation £000</b>	<b>2011/12 Budget £000</b>
<b>BUSINESS MANAGER</b>	<b>41,751</b>	<b>(2,398)</b>	<b>(1,164)</b>	<b>38,189</b>
Adult & Community Learning	0	0	0	0
Communities And Wellbeing AHCS	23,249	(4,944)	(864)	17,441
Director of Social Care and Health Resources	388	10	0	398
Strategic Commissioning Development	16,336	2,752	(116)	18,972
	0	3	0	3
	1,778	(219)	(184)	1,375
<b>PERSONAL CARE CO-ORDINATION</b>	<b>74,174</b>	<b>23,548</b>	<b>(6,214)</b>	<b>91,508</b>
Communities And Wellbeing AHCS	66	3,430	0	3,496
Locality Services	74,108	20,118	(6,214)	88,012
- Head of Locality Services	(7,995)	3,070	(2,554)	(7,479)
- Learning Disabilities	25,510	14,091	(650)	38,951
- Local Teams – Older People and Physical Disabilities	40,089	2,466	(2,606)	39,949
- Mental Health	6,287	255	(404)	6,138
- Reviewing Service	6,223	216	0	6,439
- Specialist Services	3,994	20	0	4014

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STRATEGIC COMMISSIONING	14,627	(722)	(683)	13,222
Strategic Commissioning	14,627	(722)	(683)	13,222
SAFEGUARDING	556	137	0	693
Locality Services	556	137	0	693
SUSTAINABLE COMMUNITIES	19	0	0	20
Locality Services	19	0	0	20
LOCALITIES & COMMUNITY SAFETY	192	5	0	197
Locality Services	192	5	0	197
PUBLIC HEALTH	98	(51)	0	47
Strategic Commissioning	98	(51)	0	47
OTHER SERVICES	231	0	0	231
Strategic Director – People Group	231	0	0	231
<b>Total</b>	<b>131,648</b>	<b>20,519</b>	<b>(8,061)</b>	<b>144,107</b>

<b>Capital Payments 2011/12</b>				
<b>Scheme</b>	<b>Schemes Started in Previous Years £000</b>	<b>2011/12 New Starts £000</b>	<b>2011/12 Capital Payments £000</b>	<b>Payments in 2012/13 and 2013/14 £000</b>
<b>BA01</b> Day Services Modernisation Programme 2005/2006	581.3			
<b>BH01</b> Ahcs Premises Sml Scale Reac. Wks-Base Prog 2007/08	87.3		31.2	
<b>BI01</b> Ahcs Premises Sml Scale Reac. Wks-Base Prog 08/09	55.5		44.4	
<b>BJ01</b> Ahcs Premises Sml Scale Reac. Wks-Base Prog 2009/10	67.4		76.5	
<b>BO01</b> Ahcs Premises Sml Scale Reac Wks - Base 2010/11	35		80	
<b>BL01</b> Ahcs Veh & Equip Replacement-Base Prog. 2007/08	459.1			
<b>BN01</b> Ahcs Veh & Equip Replacement-Base Prog 2009/10	439.5			
<b>BP01</b> Ahcs Veh & Equip Replacement Base Prog 2010/11	24.1		90	
<b>BP00</b> Homes For Elderly People Upgrade - 2003/04	192.3			
<b>CACAPA</b> CACAP - St Margaret's	0			

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<b>CACAPB</b>	CACAP - St Nicholas				
<b>S114</b>	Accommodation Strategy...Nuneaton...Warwick House	0		423.8	
<b>S140</b>	Adult Social Care It Infrastructure Grant 2008/9	138.9			
<b>S141</b>	Adult Social Care It Infrastructure Grant 2009/10	149.3			
<b>S142</b>	Adult Social Care It Infrastructure Grant 2010/11	100		59.8	
<b>S143</b>	Transfer Of Adult Ld	4325			
<b>SA02</b>	C.A.F.- Development Team - Social Care It..2008/10	1216			
<b>SA03</b>	Care Homes Fire Regulations	177.6		422.4	
<b>SB01</b>	CAF Development Team - Social Care IT 2010/11	437		875	438
<b>SS01</b>	Mental Health 2006/07	174.5			
<b>SS02</b>	Mental Health 2007/08	162		14.4	
<b>SS03</b>	Mental Health 2008/09	31.3			
<b>SS04</b>	Mental Health 2009/10	178			
<b>S139</b>	Mental Health Grant 2010/11	70		108	
<b>S145</b>	Netherfield....2008-9	60		89	
<b>S200</b>	St Nicholas Annex - Refurbishment	14			
<b>TBC1</b>	Social Care Reform Grant 10/11	26		26	

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<b>TBC2</b>	Social Care Reform Grant 10/11 - Works at Bedworth Chapel Street	125		125	
<b>S131</b>	Whitnash - Lawns Hfe Refurbishment	650			
	Adult Social Care Modernisation and Capacity - Strategy being developed	0	2333		
<b>Total</b>		<b>9976.1</b>	<b>2333</b>	<b>2465.5</b>	<b>438</b>

## Efficiency and Savings Statement

Efficiency and Savings Project	Description of the Project and Explanation of the Changes Required	Responsible Officer	Saving in 2011/12	Extra Savings in 2012/13	Extra Savings in 2013/14
LD - Care Funding Calculator - Residential Care	Using Care Funding Calculator to drive down cost of residential care	Jenny Wood	707	667	778
LD - Care Funding Calculator - Supported Living	Using Care Funding Calculator to drive down cost of supported living	Jenny Wood	110	113	112
LD - Supported Living	Developing Supported Living as an alternative to Residential Care	Jenny Wood	0	118	311
LD - Learning Disability Development Fund		Jenny Wood	65	0	0
LD Day opportunities	Decommissioning LD day services, and reprovion of services to FACS eligible customers through personal budgets	Jenny Wood	100	700	400
	<b>Sub Total - Learning Disability Services</b>		<b>982</b>	<b>1,598</b>	<b>1,601</b>
OP - Reablement		Ron Williamson	1,827	828	(141)
OP - Homecare Modernisation	Reducing the size of the internal mainstream homecare service	Ron Williamson	160	108	146
OP - Domiciliary care contracts	Savings from moving purchasing from spot prices to block prices, and potentially from the contract re-tender	Ron Williamson	150	0	0
Information, advice, and low level services	Decommissioning the Warwickshire Welfare Rights service	Ron Williamson	184	61	0
OP - High Cost Packages	Review of high cost community care packages - both existing packages and new packages	Ron Williamson	130	130	0
	<b>Sub Total - Older People's Services (Prevention)</b>		<b>2,451</b>	<b>1,127</b>	<b>5</b>

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Efficiency and Savings Project	Description of the Project and Explanation of the Changes Required	Responsible Officer	Saving in 2011/12	Extra Savings in 2012/13	Extra Savings in 2013/14
Residential Care	Reducing high cost internal residential care - closure, sale, and / or joint venture of internal residential care homes	Ron Williamson	367	633	500
Extra Care	Developing Extra Care as an alternative to Residential Care	Ron Williamson	0	100	300
Charging Review	Reducing the subsidy of care charges	Ron Williamson	2,344	896	10
OP - Day opportunities	Review of day opportunities	Ron Williamson	130	54	0
	<b>Sub Total - Residential Care and Charging</b>		<b>2,841</b>	<b>1,683</b>	<b>810</b>
PD - Day opportunities	Review of day opportunities	Ron Williamson	176	95	0
PD - Care Funding Calculator - Residential Care	Using Care Funding Calculator to drive down cost of residential care	Ron Williamson	63	63	0
PD - community care alternatives	Developing community based alternatives to residential care	Ron Williamson	0	105	145
	<b>Sub Total - Review Services for Adults with a Physical Disability</b>		<b>239</b>	<b>263</b>	<b>145</b>
MH - Staffing and Non Service Costs		Jenny Wood	175	0	0
MH - Service Contracts		Jenny Wood	229	144	30
	<b>Sub Total - Review Mental Health Services</b>		<b>404</b>	<b>144</b>	<b>30</b>
Staffing Costs			0	0	2,000
	<b>Sub Total - Reduce Staffing Costs</b>		<b>0</b>	<b>0</b>	<b>2,000</b>
Supporting People	Contract savings	Head of Strategic Commissioning	400	400	400
Workforce Development		Ron Williamson	116	134	100
Mental Capacity Act		Jenny Wood	52	0	0



## Appendix A

Efficiency and Savings Project	Description of the Project and Explanation of the Changes Required	Responsible Officer	Saving in 2011/12	Extra Savings in 2012/13	Extra Savings in 2013/14
Carers	Contract savings	Head of Strategic Commissioning	166	84	100
Service development costs	Reductions in service transformation spending as transformation is delivered	Jenny Wood	410	100	100
	<b>Sub Total - Other Savings</b>		<b>1,144</b>	<b>718</b>	<b>700</b>
	<b>Total Corporate Savings Plans</b>		<b>8,061</b>	<b>5,533</b>	<b>5,291</b>

## Workforce Planning & Succession Planning

### Employee Profile Template as at 1st March 2011

Full-time/Part-time	Postions	Heads
FT Male (%)	164 (9.4%)	163 (9.7%)
FT Female (%)	923 (53.1%)	914 (54.2%)
PT Male (%)	44 (2.5%)	40 (2.4%)
PT Female (%)	606 (34.9%)	573 (34.0%)
Male/Female	Postions	Heads
Male (%)	208 (12.0%)	203 (12.0%)
Female (%)	1529 (88.0%)	1482 (88.0%)

Salary Analysis - Heads			
	% Total	% Male	% Female
Hay (%)	35 (2.1%)	11 (0.7%)	24 (1.4%)
Scale K - Q (%)	255 (15.2%)	56 (3.3%)	199 (11.8%)
Scale F - J (%)	563 (33.5%)	84 (5.0%)	479 (28.5%)
Scale A - E (%)	823 (48.9%)	48 (2.9%)	775 (46.0%)

**2nd March 2010 to 1st March 2011**

## Appendix A

Age Analysis - Heads			
	% Total	% Male	% Female
<21 (%)	14 (0.8%)	5 (0.3%)	9 (0.5%)
21 - 30 (%)	227 (13.5%)	32 (1.9%)	195 (11.6%)
31 - 40 (%)	334 (19.8%)	33 (2.0%)	301 (17.9%)
41 - 50 (%)	563 (33.4%)	54 (3.2%)	509 (30.2%)
51 - 60 (%)	477 (28.3%)	72 (4.3%)	405 (24.0%)
>60 (%)	70 (4.2%)	7 (0.4%)	63 (3.7%)

Turnover over past 12 months (% of positions ending)	
Leaver (%)	15.3% (265)

Absence Information	
Time lost due to sickness absence (%)	7.15%

Ethnicity Information - Heads			
	% Total	% Male	% Female
White	1529 (90.7%)	175 (10.4%)	1354 (80.4%)
Mixed	13 (0.8%)	2 (0.1%)	11 (0.7%)
Asian or Asian British	73 (4.3%)	10 (0.6%)	63 (3.7%)
Black or Black British	22 (1.3%)	6 (0.4%)	16 (0.9%)
Other Ethnicity Group	7 (0.4%)	1 (0.1%)	6 (0.4%)
Unknown	41 (2.4%)	9 (0.5%)	32 (1.9%)

### Key workforce challenges

Our Directorate has identified five key workforce challenges which we believe if not addressed may impeded our ability to be able to provide and commission effective, quality services for and with the people of Warwickshire.

- ***Transformational Leadership & Management Skills***

We have identified a need to better equip our managers with improved skills to successfully lead and embed our transformation programme.

- ***Capacity, Skills and Structures to deliver the business model***

A review of our current structures and staffing needs to be undertaken to ensure we are fit for purpose and appropriately resourced to be able to deliver the new business model.

- ***Market Development & Joint Commissioning skills***

The skills and capabilities of relevant staff to successfully manage productive relationships with providers need to be developed to ensure high quality affordable services which promote personalisation, choice, control and dignity.

- ***Working in Partnership with other teams, directorates and organisations***

The skills to identify and maximise the benefits of strategic partnerships and to manage these complex relationships in a political setting will be key to moving our services forward.

- ***Management of Individual performance***

Staff need to be empowered and skilled to deliver organisational priorities, whilst managers' confidence needs to be developed so they initiate challenge and undertake difficult conversations where necessary.

### How to respond to the challenges

An action plan has been produced within our Directorate Workforce Plan which identifies potential interventions to address each of the challenges detailed above. This includes both corporate and directorate specific interventions. A Workforce Development Strategy board consisting of Heads of Service and HR/L&D staff meet on a regular basis to oversee the progress of the workforce plan. They are also responsible for identifying and feeding in additional workforce issues which come to light through the progression of their transformation programme portfolios

Directorate training audit analysis has taken place over the last 6 months. All programmes have been reviewed. Programmes which do not align to the transformation programme will be deleted and remaining training and development will be prioritised in line with transformation. This will ensure that limited funds and resources are fully maximised and focused on priority areas.

[Link to current Directorate Workforce Plan](#)

## Directorate Report Card

Warwickshire's residents have more choice & control				
Title	Definition	Target 11/12	Target 12/13	Target 13/14
Emergency readmissions	Emergency readmissions within 28 days of discharge from hospital (low is good)	New measure	New measure	New measure
Enhancing independence & control over own support	(NI136 derivative) The proportion of those using social care who have control over their daily life (high is good)	New measure	New measure	New measure
Enhancing quality of life for carers	Carer reported quality of life (survey based – high is good))	New measure	New measure	New measure
Enhancing quality of life for people with learning disabilities	(NI146 exact match) Proportion of adults with a learning disability in employment (high is good)	11%	13%	TBC
Enhancing quality of life for people with mental illness	(NI150 exact match) Proportion of adults in contact with secondary mental health services in employment (high is good)	28%	31%	TBC
Improving access to information about care and support	The proportion of people using social car and carers who express difficulty in finding information and advice about local services (survey based – low is good)	New measure	New measure	New measure

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Title	Definition	Target 11/12	Target 12/13	Target 13/14
Treating carers as equal partners	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (survey based – high is good)	New measure	New measure	New measure
Ensuring a safe environment for people with mental illness	(NI149 exact match) Proportion of adults in contact with secondary mental health services in settled accommodation (high is good)	92%	93%	TBC
Ensuring a safe environment for people with learning disabilities	(NI145 exact match) Proportion of adults in with a learning disability in settled accommodation (high is good)	70%	75%	TBC
Providing effective safeguarding	The proportion of referrals to adult safeguarding services which are repeat referrals (low is good)	New measure	New measure	New measure

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On going home care packages are decreased				
Title	Definition	Target 11/12	Target 12/13	Target 13/14
Helping older people to recover independence	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital (high is good)	New measure	New measure	New measure
Protecting from avoidable falls and related injuries	Acute hospital admissions as a result of falls or injuries for over 65s (low is good)	New measure	New measure	New measure

Warwickshire's vulnerable residents are supported at home				
Title	Definition	Target 11/12	Target 12/13	Target 13/14
Admissions to residential care	Admissions to residential care homes per 1,000 population (low is good)	54.0	50.0	TBC
Preventing deterioration and emergency admissions	(NI134 derivative) Emergency bed days associated with multiple (two or more in a year) acute hospital admissions for over 75s (low is good)	Health Indicator, we were never able to access information on this indicator as health were working to a different definition		
Improving recovery from falls and falls injuries	The proportion of people suffering fragility fractures who recover to their previous levels of mobility at 120 days (high is good)	New measure	New measure	New measure



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Title	Definition	Target 11/12	Target 12/13	Target 13/14
Promoting personalisation	(NI130 exact match) Proportion of people using social care who receive self directed support (high is good)	45%	60%	75%
Ensuring people feel supported to manage their own condition	(NI124 derivative) Proportion of people with long term conditions feeling supported to be independent and manage their condition (high is good)	PCT Indicator, we don't set the targets		
Delivering efficient services which prevent dependency	Proportion of Council spend on residential care (low is good)	No Target Previously Set		

Residents of Warwickshire have greater access to specialist residential care				
Title	Definition	Target 11/12	Target 12/13	Target 13/14
Supporting recovery at the most appropriate place	(NI131 exact match) Delayed transfers of care (low is good)	15.0	10.0	TBC

## Appendix A: Directorate Risk Register

The Directorate has assessed the significant risks that may impact on the delivery of its' business and transformation plans and created a single strategic Risk Register. As part of the register we have identified mitigating actions that are targeted to reduce the likelihood and impact of each risk providing assurance to the Directorate Leadership on the delivery of our programme. The register is a live document and is monitored and assessed by the Directorates Transformation Board.

R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
1	Traditional Services continue to be the norm	Putting People First Milestones not achieved None delivery against personalisation targets Staff do not support service users to maximise all opportunities to live independently Poor communications (both internal and external)	Legal Challenges restrict pace of our change programme Failure to deliver projects and savings Vision for service users not achieved Lack of choice and control Lack of access of universal services	4	4	16	Engagement and Consultation processes delivered for charging and home closure programmes Clear vision for our change programme developed and communicated Clearly articulate transitional plans by business change leads	4	2	8	Develop and sign off policy that supports our new Business models Policy Officer - Ongoing  Carry out a stakeholder analysis and develop and implement a stakeholder engagement plan with specific actions and activities to	Wendy Fabbro

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
		Lack of transitional support for customers. Lack of service user / carer engagement Failure to modernise old style services Double running of services during Transition									engage with service users and their carers at all stages and levels of the Programme Business Change Leads – On going Develop and implement an information and advice strategy and resources directory Marcus Herron - April 2011 Self Directed Support fully rolled out Localities Service Managers - May 2011	
2	Lack of capacity and capability to support	Limited pool of managers with the	Projects under resourced leading to failure to deliver	4	4	16	Clear project structure in place	3	2	6	Budgets for individual projects	Gill Jowers

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
	Transformation	<p>right skills</p> <p>Managers lack of confidence in themselves to implement change</p> <p>Siloed thinking and inflexibility in the deployment of staff</p> <p>Lack of support / poor advice from the Corporate centre restricting pace</p> <p>Double running of existing services while Directorate Transforms</p> <p>Reviewing capacity restricts pace of change</p>	<p>savings on time</p> <p>Insufficient pump priming to implement change</p> <p>Failure to deliver savings on time</p> <p>Inability to deliver current services effectively</p> <p>Managers experience high levels of pressure and stress, sickness levels increase and / or managers leave.</p>				<p>Clear Governance arrangements and escalation for reporting in place</p> <p>Clear performance and business planning arrangements in place</p> <p>Appropriate representation at Corporate meetings</p> <p>Coaching Style of leadership development course delivered</p> <p>Corporate short 'change' courses available to support Managers</p> <p>Analysed the reviewing resource requirement for each portfolio</p> <p>Agreed a number of</p>				<p>in place</p> <p>Chris Norton - May 2011</p> <p>A clear prioritisation process developed to support project planning</p> <p>Gill Jowers - April 2011</p> <p>Review our approach to reviewing and the role of the reviewing team</p> <p>Jenny Wood – tbc</p> <p>Agree a prioritisation process for accessing reviewing capacity</p> <p>Gill Fletcher – May 2011</p>	

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
							approaches to avoid the need for reviews or to prioritise  Monitoring arrangements through transformation milestones / board				Reassign reviewing responsibilities to free capacity  Wendy Fabbro – April 2011	
3	Failure to maximise benefits of linking projects in the programme	Siloed management  Lack of attention to / identification of interdependencies across projects.	Double counting of savings  Failure to release saving targets  Increased implementation costs  Double investment in service change / failure to maximise investment	3	3	9	Analysis of current plans through the interdependencies work to identify duplication in change programme  Foundation Projects in place to align support service changes from across the Directorate  Financial savings toolkit  individual risk registers completed at portfolio and project level and used to inform	2	3	6	Audit of existing Risk Registers  Marcus Herron - April 2011	Gill Jowers / Business Change Leads

# Appendix A

				Gross Risk				Net Risk				
R e f	Risk Description	Cause	Effect	Likelihood	Impact	Risk Level	Existing Actions	Likelihood	Impact	Risk Level	Further Actions	Risk Owner
							management of risk across the Programme Workshops held to agree strategic direction Business Planning process in place to cascade direction Developed contingency plans to identify alternatives for savings not released Ensure clear communications between DLT Portfolio Boards					
4	Leadership failure	Ineffective leadership in driving change Poor engagement with frontline	Changes are not achieved on the frontline Service users are not supported to	4	2	8	Staff roadshows delivered to communicate direction and gather staff suggestions	3	2	6	Develop leadership capacity by implementing recommendations of Workforce Plan	Wendy Fabbro / DLT

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
		managers and practitioners Practitioners believe focus is on achieving savings and not improving services for service users Focus is on processes not outcomes Lack of management capacity and change management skills Directorates culture and staff resistance to change Lack of consistent communications and direction at all tiers of the organisation,	maximise all opportunities to live independently and continue to choose traditional services Changes aren't implemented across the Directorate leading to inconsistent services and increased cost Failure to deliver projects and savings Performance isn't managed effectively Lack of opportunities for staff to engage with the change				Workforce Plan developed to deliver leadership and change skills A clear strategy and change management plan for delivering cultural and practice change				Sue Evans - June 2011  Ensure the old ways of doing things are removed as part of change process  Business Change Leads – On going  Explore opportunities for staff to engage in change initiatives.  Sarah Sharland / Marcus Herron - June 2011  Consideration of revised Job Descriptions and performance that reflect policy direction  Business Change Leads – On going	

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
5	External Market not developed in line with our future business model	Lack of clarity in our vision and the types of service required by the business Scatter-gun approach to stakeholder engagement	Services not live / without capacity in time for transformed business leading to inability to achieve savings Inadequate information about the current market, its strengths and weaknesses and its capacity to respond to the blueprint for a transformed service. Increasing costs due to maintaining inhouse services We commission wrong services to support our	3	3	9	Vision and direction clearly communicated with key commissioning staff Portfolio Board membership reflects appropriate commissioning needs Markey Facilitation Team in place to support market development	3	2	6	Develop a robust plan for stakeholder engagement to: - Engage with new and existing providers - Engage with the community - Communicate our vision to the external market  Market Facilitation Manager - Ongoing	Wendy Fabbro (until Head of Service for Strategic Commissioning in post)



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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
			customers Inability to achieve savings Legal challenges as a result of procurement process / advice									
6	Lack of Partnership engagement	Changes to public service delivery such as the creation of GP consortia  Current fundamental restructure of Health	Partners savings plans increasing social care demand  Savings achieved offset by increased demand  Social Care vision not deliverable  Loss of benefits of joint / partnership working	3	3	9	Representation on the Health Transition Board to influence transfer of health  DLT representation on Key partnership boards  Influence the Counties response to white papers and respond to Comprehensive Savings Review when details are known	2	3	6	Engage in partnership initiatives with GPs, other Health Partners  Business Change Leads – On going  Deliver the Health Concordat  Strategic Director – April 2011	Wendy Fabbro

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
7	Savings targets are not met	<p>Lack of market awareness</p> <p>Poor data quality</p> <p>Lack of research into best practice</p> <p>Unclear reporting and escalation arrangements</p> <p>Savings plans aren't robust and will not sustain the new service delivery models</p> <p>Existing structural overspend / lack of balanced budget</p> <p>Business processes aren't efficient or automated (such as charging on actuals)</p>	<p>Increased financial pressures leading to service and staffing cuts rather than developments</p> <p>Inability to make savings required</p> <p>Double running costs due to inefficient process</p> <p>Inability to implement policy decisions due to lack of technology or resource</p>	3	4	12	<p>Clear programme Governance and reporting structures in place</p> <p>Financial monitoring (forecasting) processes are in place</p> <p>Savings Toolkits have been developed for each project</p> <p>Performance management arrangements are in place</p> <p>Risk management process has been revised and implemented</p> <p>Develop the use of benefits realisation model</p> <p>Develop contingency</p>	2	4	8	<p>Implement a programme of scrutiny to our project plans (audit / quality assurance)</p> <p>Rachel Shovel May 2011</p> <p>Ensure savings are removed from budgets once achieved (z-codes)</p> <p>Chris Norton April 2011</p> <p>Targeted review of cost centres to reflect authority before</p> <p>Chris Norton - April 11</p>	Wendy Fabbro / Business Change Leads

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R e f	Risk Description	Cause	Effect	Gross Risk			Existing Actions	Net Risk			Further Actions	Risk Owner
				Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level		
							plans for non delivery of savings					
8	Change in Government vision for Adult Social Care	New vision for Adult Social Care published Nov 2010  New legislative framework for social care due 2011	Current plans not able to meet new requirements / funding levels leading to increased investment and revenue costs	4	4	16	Research has enabled us to anticipate future direction	Not able to mitigate at this time			Monitor Government developments  All, Ongoing	Wendy Fabbro
9	IT systems and internal processes do not support or facilitate the changes in practice	IT systems developed in isolation from the changes.  Systems do not have the functionality to accommodate the changes the business needs  Pace of system development does	Changes become systems led and there is a focus on processes not outcomes  Processes become more bureaucratic and time consuming for staff and positive benefits of the changes are	3	3	9	Information Management and technology Plan and Board in place  SLA renegotiated to release Project Manager  Explored further developments with supplier	3	2	6	Functionality developed for customers to manage their own personal budgets  Chris Norton – September 2011	Marcus Herron

## Appendix A









				Gross Risk				Net Risk				
R e f	Risk Description	Cause	Effect	Likelihood	Impact	Risk Level	Existing Actions	Likelihood	Impact	Risk Level	Further Actions	Risk Owner
		not support pace of change  Business not being clear on the developments or details of requirements  Supplier not able to deliver business requirements	undermined  Staff find alternate ways of doing things or revert to old ways of working				Board to agree milestones in Carefirst 6 rollout  Risk to Technology development managed by IMT Board					

**Appendix B**











AHCS - Maximising independence for older people and people with disabilities								
Ref	Indicator	Aim	Collection Frequency	2008/09	2009/10 Baseline	Cumulative Actual 31/12/2010	YE Forecast 31/12/2010	Target 31/03/2011
Li120a	All age all cause mortality - Males Nuneaton & Bedworth (Rate per 100,000)	Smaller is Better	Annually	767.32	767.32 (2008/09)	Not yet available	Not yet available	666
Li120b	All age all cause mortality - Females Nuneaton & Bedworth (Rate per 100,000)	Smaller is Better	Annually	543.84	543.84 (2008/09)	Not yet available	Not yet available	506
Li120e	All age all cause mortality - Disparity within deprivation quintiles of Warwickshire	Smaller is Better	Annually	4.90	4.90 (2008/09)	Not yet available	Not yet available	7
Li141	Number of vulnerable people achieving independent living (Supporting People) - Stretch target	Bigger is Better	Annually	65.85	73.8	76.51	77	77
Li403	Reduce the number of people that fall - People 65+ with fractured neck of femur (per 100,000)	Smaller is Better	Annually	403.5	438	430.6	430.6	423
Li410	No. admissions of supported residents aged 65 or over to residential/ nursing care per 10,000 population	Smaller is Better	Quarterly	56.67	62.3	42.8	58	58
NI119	Self-reported measure of people's overall health and wellbeing (Number)	Bigger is Better	Biennial	77.7	77.5	Not yet available	Not yet available	83
NI120f	All-age all cause mortality rate - countywide female (Rate per 100,000)	Smaller is Better	Annually	486.59	486.59 (2008/09)	Not yet available	Not yet available	467






Ref	Indicator	Aim	Collection Frequency	2008/09	Baseline	Cumulative Actual 31/12/2010	YE Forecast 31/12/2010	Target 31/03/2011
NI120m	All-age all cause mortality rate - countywide male (Rate per 100,000)	Smaller is Better	Annually	664.61	664.61 (2008/09)	Not yet available	Not yet available	608
NI123	16+ current smoking rate prevalence (number of 4 week quitters)	Bigger is Better	Quarterly	3102	3629	2054	3077	3077
NI124	People with a long-term condition supported to be independent and in control of their condition (%)	Bigger is Better	Annually	76	76% (2008/09)	82	82	82
NI125	Achieving independence for older people through rehabilitation/intermediate care (%)	Bigger is Better	Annually	New Indicator	80%	85.27	85.27	83
NI127	Self reported experience of social care users	Bigger is Better	Annually	New Indicator	66.2	Not yet available	Not yet available	68
NI128	User reported measure of respect and dignity in their treatment	Bigger is Better	Annually	New Indicator	83.8	Not yet available	Not yet available	87
NI130	Social care clients receiving Self Directed Support (per 100,000)	Bigger is Better	Annually	6.7	14.2	20.6	22.2	30
NI131	Delayed transfers of care (per 100,000)	Smaller is Better	Annually	New Indicator	20.34	18.11	17.5	17.5
NI135	Carers receiving needs assessment or review and a specific carer's service or advice and information (%)	Bigger is Better	Annually	34.6	51.8	45.4	52	66.55
NI136	People supported to live independently through social services - all adults (per 100,000)	Bigger is Better	Annually	2827.5	2641.7	2711	3614.7	2828.39

Ref	Indicator	Aim	Collection Frequency	2008/09	Baseline	Cumulative Actual 31/12/2010	YE Forecast 31/12/2010	Target 31/03/2011
NI138	Satisfaction of people over 65 with both home and neighbourhood (%)	Bigger is Better	Biennial	86.4	88.4	Not yet available	Not yet available	90
NI139	The extent to which older people feel they receive the support they need to live independently (%)	Bigger is Better	Biennial	30.7	30.5	Not yet available	Not yet available	50
NI141	Vulnerable people achieving independent living - Supporting People (%)	Bigger is Better	Quarterly	65.85	73.8	76.51	77	66
NI142	Number of vulnerable people who are supported to maintain independent living (Number)	Bigger is Better	Quarterly	New Indicator	99	98.89	99	99
NI145	Adults with learning disabilities in settled accommodation (%)	Bigger is Better	Annually	49	53.7	24.7	58	65
NI146	Adults with learning disabilities in employment (%)	Bigger is Better	Annually	4	5.2	3	7	9
NI149	Adults in contact with secondary mental health services in settled accommodation (%)	Bigger is Better	Annually	New Indicator	87%	92.2	92.2	90
NI150	Adults receiving secondary mental health services in employment (%)	Bigger is Better	Annually	New Indicator	22.4%	22.3	25	25

Comments	Alert
Figures released by Office of National Statistics - not available yet	
Figures released by Office of National Statistics - not available yet	
Figures released by Office of National Statistics - not available yet	
	
	
	
This indicator was intended to be collected as part of the Place Survey. As this survey has been abolished it is unlikely to be collected this year.	
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Comments	Alert
This indicator was intended to be collected as part of the Place Survey. As this survey has been abolished it is unlikely to be collected this year.	
	
	
	
Results are due from the Satisfaction Survey (available in May)	
Results are due from the Satisfaction Survey (available in May)	
Due to delays in the rollout of the SDS process across teams, numbers have been lower than expected	
	
	
	

Comments	Alert
This indicator was intended to be collected as part of the Place Survey. As the Place Survey has been abolished it is unlikely it will be collected for this year.	
This indicator was intended to be collected as part of the Place Survey. As the Place Survey has been abolished it is unlikely it will be collected for this year.	
New local target was set as the LAA target was due to be exceeded significantly	
	
A new system will be introduced to better capture this information, following a data quality exercise	
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