

**Report to:** ADULT SERVICES PANEL  
CABINET

**Date:** 27<sup>TH</sup> MAY 2008  
29<sup>TH</sup> MAY 2008

**Subject:** ADULT SERVICES COMMISSIONING STRATEGY -  
IMPLEMENTATION UPDATE

**Report of:** DIRECTOR OF ADULT SERVICES

**Contact officer:** LOUISE SUTTON EXT 2798

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**Purpose / summary:** This report provides Members with an update of progress in implementing the Adult Services Commissioning Strategy 2007/10.

**Alternative options considered and reason for selecting the one recommended:** N/A

**Recommendation / decision:** Members are asked to note the report.

**Key Decision:** This report does not involve a key decision. The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **seven working days** have elapsed, i.e. before

**Risks / Implications:**

Financial:	None
Staffing:	None
Policy:	None
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	Completed as part of the Equality Impact Assessment for Adult Community Division.
Wards affected:	All

**Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?**

No

**If yes, have the property implications been agreed with the Corporate Property Officer?**

**Does this proposal have significant implications for the Council and the local population?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

**Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes / No \***

Has the Executive Director Business Support Services confirmed that any expenditure referred to within this report is consistent with the Council’s budget? **Yes / No \***

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **Yes / No \***

\* delete which applicable

**For Cabinet reports only :**

Categorisation of the report:	<b>x</b>
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	<b>x</b>

	<b>x</b>
Discussion	
Decision	
Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
27 <sup>th</sup> May 2008		29 <sup>th</sup> May 2008	

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer Bernard Walker

Date 12<sup>th</sup> May 2008

## 1. INTRODUCTION

- 1.1 The Department of Adult Services Commissioning Strategy for Health and Well-being 2007-2012 was agreed by Cabinet on 31<sup>st</sup> May 2007. This report outlines progress towards achieving the 2007/08 action plans of the strategy, and also outlines developments since the strategy was agreed which have impacted upon it.

The action plans for 2007/8 are attached at Appendix 1.

## 2. DEVELOPMENTS WHICH HAVE IMPACTED UPON THE STRATEGY

- 2.1 In 2007 the Concordat 'Putting People First' was published. This document supported the direction of the Commissioning Strategy, placing great emphasis particularly on personalisation and self-directed services.
- 2.2 Proposals for a Single Commissioning Agency between Adult Services and Ashton, Leigh & Wigan Primary Care Trust (ALW PCT) have now been developed, with a Director appointment to be made in June.

## 3. IMPLEMENTATION UPDATES

### 3.1 Personalisation and Assessment Processes

- A number of voluntary and independent organisations are now providing brokerage and advocacy for people who have a Direct Payments or are part of the current Resource Allocation Scheme pilot.
- Assessment documentation is being amended to ensure that it reflects the outcomes that people wish to see for themselves. A trial is taking place in the Occupational Therapy Service to enable people to complete their own self-assessment if they wish.
- The Direct Payments Team has been expanded as numbers taking up this option continues to increase.
- The Resource Allocation Scheme Pilot which has emerged from the previous successful In Control pilot now includes all young people in transition from school to Adult Services and any new learning disability or physical disability packages.
- Personalisation and the development of self-directed services are LAA priorities for the Borough.

### 3.2 Unscheduled Care

Adult Services have full representation on both the Unscheduled Care Commissioning Board, with ALW PCT Commissioners, and the Provider Partnership Board, with ALW PCT Community Health Care (Provider Arm) and Wroughtington, Wigan and Leigh Acute Trust colleagues.

Intermediate Care services have jointly been recommissioned by the PCT and Adult Services, with additional funding provided by the PCT. Implementation is now under way. Joint care pathways have been established and restructuring of the staff teams is now taking place, with some new posts being recruited to. A joint service specification has been written which is now being commissioned from the PCT Provider Division and Adult Services. Adult Services are expanding the Intermediate Care Social Work Services and the Re-ablement Service as part of the service provision, and are also contributing to the introduction of the Virtual Ward with PCT Community Health Care and the Acute Trust.

### 3.3 Long Term Conditions

The Joint Commissioning Strategy for Long Term Conditions is currently being finalised jointly between the PCT commissioners and ourselves. Good progress towards achieving the milestone for integrated teams for older people with long term conditions has been achieved and recognised by Care Services Improvement Partnership (CSIP). Improvements for people with long term conditions is an LAA priority.

Care pathways for people with an acquired brain injury are being reviewed jointly with the PCT together with a review of current provision, with a specific project regarding the future of Fourways.

### 3.4 Alternatives to Residential and Nursing Home Care

An event has been held with providers to encourage the development of cost-effective home-based alternatives to residential and nursing home care. Emphasis was placed on the service being available directly to individuals with a personal budget as well as through the Council's contractual arrangements.

### 3.5 Day Services and Employment Services

A number of developments have been taken forward to modernise day services, particularly in preparation for the introduction of personal budgets. It is anticipated that significantly fewer people will wish to attend traditional building-based day services once people have the 'cash' to spend more freely on leisure and other day time activities.

- Day Services for Older People are being reviewed to incorporate learning and skills development and promote employment.
- An Employment Strategy is being developed through the Learning Disability Partnership, and for people with a physical disability through the Wigan Dimensions Partnership Board.

- Day Services for people with Mental Health needs are being reorganised following the completion of an external whole systems review. Increase emphasis is being placed upon preparing people for work through skills training and employment services. The reorganisation includes the development of a 'hub and spoke' model with changes to the role and function of current buildings, including Tunstall House.

### 3.6 Residential and Nursing Home Care

- The current service at the Council's Heathside EMI Residential Care Home is being reviewed with a view to commissioning more cost-effective services.
- Contractual arrangements for the commissioning of residential and nursing home care are being reviewed to underpin the monitoring of standards in care homes, following a significant increase in the number of safeguarding investigations.
- The Council has one remaining care home for people with a Learning Disability. Proposals to move towards a more flexible community living service are being considered.

### 3.7 Housing – Extra Care

A number of developments are taking place in relation to extra care housing:

- A bid is being submitted to the Department of Health for funding to build a care village in Platt Bridge in partnership with Cheshire Lifestyle Services (CLS), who are re-modelling their current residential care home stock, with a number of similar 'care village' type schemes across the borough.
- Some existing sheltered schemes are being modernised into 'hub and spoke' services providing flexible levels of support.
- The Council has a partnership with Arena to provide additional new or remodelled extra care provision and a number of options are being explored.

### 3.8 Housing – People with Disabilities

The Learning Disability Partnership has developed a Housing Strategy which provides access to a range of housing options and support packages. It is anticipated that this will lead to an expansion of, the private and voluntary sector market in supported accommodation is being expanded.

### 3.9 Support for Carers

A new emergency respite services for carers has been commissioned with funding from 'New Deal' monies. Proposals have been developed for a new carers service for the borough, based on 'hub and spoke' model with a resource centre and outreach services in local communities. It is planned that the carers centre will be managed by an independent charitable trust, supported by The Princess Royal Trust for Carers.

A hospital discharge carers worker has been appointed to support and represent carers as research demonstrates positive discharge outcomes for patients where carers have been actively involved and represented. The Training Partnership Carers Sub group is working closely with a Lottery funded project around training for carers which is managed by Crossroads which will widen the scope of training opportunities for carers. The 'Way Ahead' project is working jointly with partners to pilot a mentoring scheme for carers of people who had suffered a stroke.

Numbers of BME carers have been added to the GP Carers Registration Scheme and the BME Carer Support Worker and Community Development Worker continue to expand resources, build relationships and support the BME community.

### 3.10 Support for people with a Sensory Loss

Funding has been secured to meet the needs of people with a sensory loss and functional mental health disorders, and recruitment is under way. Options for developments of re-ablement services are being considered, including re-configuration of existing sensory staff to work with health staff in visual and hearing clinics.

### 3.11 Provision of Equipment

The Department has an Integrated Community Equipment Store with the PCT Provider Arm. There is a shift in government policy towards a 'retail model' of provision which is in keeping with the self-directed approach. A project has commenced to explore options for a retail model for Wigan.

### 3.12 Services for People Who are not Eligible for Publicly Funded Support

The PCT and Adult Services have secured funding for the sustainability of all POPP Projects for 3 years, and the schemes will be 'mainstreamed' alongside other preventative services, to be accessed through the established access route of the Starting Point Service. A final report on the POPP pilot schemes is being prepared and will be presented to members.

Prevention and 'low level' services for young people continue to be developed, and plans are under way to build a network of services across a range of voluntary agencies with integrated access points, and standardised basic information provision and a range of services. These would be accessible for people who fund their own support as well as those ineligible under the Council's faire Access to Care Policy.

## 4. **HOW SERVICES ARE COMMISSIONED**

4.1 Tendering arrangements have been reviewed to ensure that they are more person-centred. As services are re-tendered, numbers of people are opting to make their own arrangements through Direct Payments.

## **5. CONSULTATION AND ENGAGEMENT**

### **5.1 Achievements for the year include:**

- The Learning Disability Partnership model provides a successful and inclusive forum for driving forward service development.
- Consultation and evaluation of a pilot of the Sure Start Programme has taken place. Work on a business plan and potential partners are being explored.

## **6. PRIORITIES FOR 2008/9**

### **6.1 The main priorities of the coming year are:**

- Continuing the implementation of Personalisation and Self-Directed Services. This will have an impact on all areas of service, including all the processes which support service delivery.
- Further improvements to service for those who will require on-going social care support, particularly around integrated mental health services and services for people with complex needs (eg intermediate care, care for people with long term conditions, and unscheduled care) which are increasingly integrated with NHS colleagues in both the PCT Provider Division and WWL Acute Trust.
- Expanding the access to support for people who are not eligible for mainstream services, whether this is because they do not fall within FACS eligibility criteria or because they fund themselves. This includes support which is designed to reduce or delay the need for mainstream services.

## **7. CONCLUSION**

### **7.1 The action plans for 2007/8 have now been implemented although some activity is on-going.**

**COMMISSIONING STRATEGY 2007/08 IMPLEMENTATION PLAN –  
OLDER PEOPLE**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b><u>Improved Health</u></b>			
Unscheduled Care	Re-design of Intermediate Care Services.	Strategic Manager Service Manager – Older People	Investment from PCT and Ambleside Bank
	Development of an MDT in-reach service with A&E.		Realignment of staff resources
	Expansion of current re-ablement service into the community setting.	Strategic Manager - Provider	Home Care Market Testing
Long Term Conditions	Expansion of integrated working to all areas of the borough.	Strategic Manager Service Manager – Older People	None
	Shared contracting arrangements with the PCT for continuing care and complex care.	Service Manager - Contracts	PCT contribution (not yet determined).
<b><u>Improved Quality of Life</u></b>			
	Commissioning home based alternatives to residential care including night support.	Strategic Manager	Shift from funding residential placements? (Modelling) future numbers / costs.

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b><u>Making a Positive Contribution</u></b>	Improving access to equipment and adaptations.	Service Manager - OT OT Manager	OT Organisational Review
	Consulting with older people and their carers re: their current and future needs.	Strategic Managers Service Manager – Older People Service Manager - Carers	Funding for Engagement Plan None
	Incorporating learning and skill development in the review of day services.	Strategic Manager - Provider	None
<b><u>Exercise of Choice and Control</u></b>	Working with Age Concern to set up a brokerage system for Personal Assistants.	Direct Payments Manager	Current SLA with Age Concern
	Investigating and expanding the scope of Telecare / Telehealth.	Assistive Technology Manager	Grant and sustainability plan.
	Providing access to an advocacy service specifically for older people.	Service Manager – Engagement Team Manager - Engagement	Funding source not determined.
<b><u>Freedom from Discrimination and Harassment</u></b>	Ensuring staff are trained in completing protection of vulnerable adults assessments.	Safeguarding Manager Staff Development	Training Budget

## Appendix 1 (A)

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b><u>Economic Well-being</u></b>	Development of Employment Strategy to include older people.	Strategic Manager Service Manager – Older People Strategic Manager - provider	Within existing resources
	Planned approach to reviewing sheltered housing and exploring options around extra care and adapted housing.	AD Commissioning Strategic Manager	Not known
<b><u>Personal Dignity and Respect</u></b>			
Promoting a culture of dignity and respect	Commissioning care homes who meet the Dignity in Care agenda	AD Commissioning Service Manager -Contracts	Reference to care home fees
Improve Opportunities for Social Inclusion	Utilising the Community Resource Facilities eg. The Rowans.	Service Development Manager (W&L Housing) Service Manager	Within existing resources
	Supporting Sustainability of POPPs.	Engagement AD Commissioning POPPS co-ordinator	POPP Sustainability Strategy

**COMMISSIONING STRATEGY 2007/08 IMPLEMENTATION PLAN –  
LEARNING DISABILITIES/PHYSICAL DISABILITIES**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b>Improved Health</b>	To review the current provision of services for people with acquired brain injury.	Strategic Managers Service Managers	Within existing resources
	Begin re-modelling high cost package with other Local Authorities as part of a project group.	Service Manager	Release funding
<b>Improved Quality of Life</b>	To support the work of the Learning Disability Partnership Board Housing Sub Group and include representatives from Physical Disability Services.	Service Manager	No cost
	Re-model current tendering arrangements to make the process more person centred.	AD Finance Strategic Manager Service Manager Contracts Manager	No cost
<b>Making a Positive Contribution</b>	Begin developing an employment strategy for both Learning Disability and Physical Disability service users.	Strategic Manager Service Manager	Within existing day services resources

**Appendix 1 (B)**

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b>Exercise of Choice and Control</b>	Develop and grow the infra structure of the Direct Payments Team.	AD Commissioning Strategic Manager Service Manager Team Manager	Requires Investment / Re-design
	Introduction of RAS in LD and PD	AD Finance AD Commissioning Service Manager Strategic Manager	No cost
<b>Freedom from Discrimination and Harassment</b>	Ensure that staff are trained in completing safeguarding of vulnerable adults and have awareness of the Mental Capacity Act.	Staff Development Team Managers	Training budget
	Ensuring staff are trained and skilled to support families to maximise their incomes through appropriate benefits.	Staff Development Team Managers	Training budget

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b>Personal Dignity and Respect</b>	Tender for expressions of interest to develop local market for specialism in SAS.	Strategic Manager Service Manager Contracts Manager Service Manager	Within existing resources / resource release
	Review current contingency plans for filling contract voids are realised to maximise value for money.	Strategic Manager Service Manager Contracts Manager Service Manager	Resource release

**COMMISSIONING STRATEGY 2007/08 IMPLEMENTATION PLAN –  
MENTAL HEALTH SERVICES**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b>Improved Health</b>	Re-design of intermediate care services.	Strategic Manager Service Manager	Investment from PCT and Ambleside Bank
	Shared contracting arrangements with the PCT for Continuing Care and Complex Care.	Service Manager Contracts	PCT contribution (not yet determined)
	Working in partnership with the PCT and NHS Mental Health Trust developing the Assessment and Treatment Centre for people with organic MH needs.	AD Commissioning Strategic Manager Service Manager	Funding from PCT/re-design
<b>Improved Quality of Life</b>	Commissioning home based alternatives to residential care including night support.	Strategic Manager Service Manager	Shift from funding residential placements  Will release resources
	To recommission the current service at Heathside EMI RCH with a view to commissioning more cost effective services.	Strategic Manager Service Manager	

## Appendix 1 (C)

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b>Making a Positive Contribution</b>	Developing the local market to increase supported accommodation /providers.	Strategic Manager Service Manager	Within existing resources
<b>Exercise of Choice and Control</b>	Consulting with Older People regarding their current and future needs.	Strategic Manager Service Manager	Invest in engagement / advocacy
<b>Freedom from Discrimination and Harassment.</b>	Incorporating training and awareness of Direct Payments to staff to increase the numbers of people with MH needs to receive Direct Payments.	Strategic Manager Service Manager Direct Payments Manager	Training budget
	Ensuring staff are trained in completing safeguarding of vulnerable adults and have awareness of the Mental Capacity Act.	Staff Development	Training budget

**Appendix 1 (C)**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b>Economic Well-being</b>	De-commissioning of a current day service to re-commission an employment (Tunstall House) development service when external funding ceases.	Strategic Manager Service Manager	Within current finances
<b>Personal Dignity and Respect</b>	Reviewing care home fees to ensure best value for money.	AD Commissioning Strategic Manager Contracts	Not yet known

**COMMISSIONING STRATEGY 2007/08 IMPLEMENTATION PLAN -  
CARERS**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b><u>Improved Health</u></b>			
Discharge Planning	Gain membership of the discharge planning policy group.	Team Co-ordinator	No cost
	Peer mentoring - complete Hospital Discharge Planning Report	Team Co-ordinator	No cost
Training	Evaluate 06/07 carer training programme utilising data to inform planning for 07/08.	Service Manager/Team Co-ordinator	No cost
	Peer mentoring – completed training report to be and fed back to the carer training sub group.		No cost
Access to support services	In line with the “New Deal” for carers develop and commission an emergency respite service.	Service Manager/Team Co-ordinator	Carers’ Grant
<b><u>Improved Quality of life</u></b>			
Identify “hidden carers”	Continued promotion of the GP registration scheme, re-visiting Practice Managers to raise awareness about the scheme.	GP Project Worker	No cost

Appendix 1 (D)

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
Access to support groups	Evaluation of hospital promotional events. Utilise monitoring information from the Carer Centre SLA to identify the development of new support groups for carers.	Team Co-ordinator/GP Project Worker	No cost
Access to support services	In line with the “New Deal” for carers develop and commission an emergency respite service.	Service Manager/Team Co-ordinator	Carers’ Grant
	Monitor and review data from the Carer Helpline to identify current and future service needs commissioning appropriate services.	Team Co-ordinator	No cost
<b>Positive Contribution</b>			
Carer Participation	Recruit and train carers interested in being involved in the carer panel.	Carer Grant Monitoring Officer	No cost
	Carer participation in the Strategy Group and sub groups e.g. training and development, carers day planning.	Team Co-ordinator	No cost
Consultation	Arrange consultation meetings in both Wigan and Leigh to discuss current and future service provision for carers.	Team Co-ordinator/ Team Manager (Community Engagement)	No cost

Appendix 1 (D)

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<b>Choice and Control</b>			
"Time for Carer"	Set access criteria for 07/08 and continue to promote within teams.	Carer Grant Monitoring Officer	No cost
Access to support services	Monitor information distributed to carers through the carer helpline linking to other preventative support services.	Team Co-ordinator	No additional cost
	Commission the production of a carer a-z information directory.	Team Co-ordinator	Carers' Grant
	Peer mentoring – to consider setting up a flexible voucher scheme for carers.	Team Co-ordinator	Not yet known
<b>Freedom from discrimination and harassment</b>			
Identification of carers within the BME community	Monitor BME access to the GP registration scheme.	GP Project Worker/BME Development Worker	No cost
	Link to work undertaken by BME development worker.	BME Development Worker	No cost
	Provision of information to groups e.g. through Mosques.	BME Development Worker	Within existing resources

## Appendix 1 (D)

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
Consultation with BME and other hard to reach groups	Consultation with groups: set up self supported advocacy group for Muslim community and repeat for Chinese and Afro Caribbean communities.	BME Development Worker/ Team Manager (Community Engagement)	Within existing resources
<b>Economic Wellbeing</b>			
Employment opportunities	Link with Job Centre Plus to identify the take up of job opportunities for carers.	Team Co-ordinator/Manager (Job Centre Plus)	Within existing resources
Up take of benefits	Link with relevant partners (WIAC/DWP) to plan activities for Carers Rights Day to encourage the take up of benefits.	Team Co-ordinator/Manager (WIAC)	Within existing resources
<b>Personal Dignity and respect</b>			
Consultation	Arrange consultation meetings in both Wigan and Leigh to discuss current and future service provision for carers.	Team Co-ordinator/ Team Manager (Community Engagement)	Within existing resources
Carer sensitive services	Development and promotion of carer specific "respite breaks".	Carer Grant Monitoring Officer/Team Co-ordinator	Carers' grant

**COMMISSIONING STRATEGY 2007/08 IMPLEMENTATION PLAN –  
SENSORY LOSS**

<b><u>Outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Responsibility</u></b>	<b><u>Cost &amp; Source of Funding</u></b>
<b><u>Improved Health</u></b>			
	Securing funding arrangements to meet the needs of these with functional mental health and sensory loss.	Strategic manager – Mental Health Team Manager - Sensory	Funding agreed
	Exploring social care presence in the eye clinics to provide more timely assistance and intervention.	Service Manager Team Manager - Sensory	Not yet determined
<b><u>Improved Quality of Life</u></b>			
	Researching models of service delivery to meet the high demand for sensory services.	Strategic Manager Service Manager	May result in request for additional funds
	Exploring models of self assessment to improve speed of access.	Service Manager Team Manager	
	Linking in with partners to establish a community resource for equipment.	Team Manager	Likely to have external funding
<b><u>Making a Positive Contribution</u></b>			
	Incorporating learning and skill development in the day services review	Strategic Manager Strategic Manager (Provider)	Not yet determined

<u>Outcome</u>	<u>Action</u>	<u>Lead Responsibility</u>	<u>Cost &amp; Source of Funding</u>
<u>Exercise of Choice and Control</u>	Encouraging take up of direct payments.	Direct Payments Manager	Within existing resources
	Expanding the scope of Telecare / Tele health.	Assistive Technology Manager	Assistive Technology grant and sustainability plan
<u>Freedom from Discrimination and Harassment</u>	Ensuring staff are trained in completing protection of vulnerable adults assessments.	Safeguarding Manager Team Manager - Sensory	Training plan
	<u>Economic Wellbeing</u>		
	Development of a job club for transition / young adults with a sensory loss.	Team Manager – Sensory Supported Employment (Provider)	Re-location of Supported Employment Funding