



Peer Review of Strategy & Commissioning (Adults)

29 September – 1 October 2014

Findings and next steps

Findings

SWOT Analysis

A SWOT analysis is a structured planning method. It is used to think about the strengths, weaknesses, opportunities, and threats involved in a project or business venture.

Strengths *The features of the business or project that give it an advantage over others*

- Commissioning staff are impressive, enthusiastic and used to using their initiative
- The Use of Resources document is comprehensive, of good quality and demonstrates a high level of self awareness
- Joint arrangements and joint working are very strong across the Council as a whole and with Health
- The corporate and political understanding of Adult Social Care is strong as is the corporate commitment to Health and Wellbeing
- There is significant investment in the community and voluntary sectors which has been extraordinarily well protected. This presents a huge opportunity and will support the Care Act Prevention agenda going forwards
- The programme management approach is well embedded in the Moving Forward transformation programme
- There is a very strong approach to co-production and engagement. The council is trusted.
- Providers were positive about commissioning and described Islington as a good listening council
- Islington appears to be a very collegiate council focused on “how do we achieve this together?”

Weaknesses *The features that put the business or project at a disadvantage compared to others*

- The Joint Commissioning Strategy could be strengthened by re-freshing it to incorporate the department’s transformation programme, the Integrated Care programme and the Care Act.
- Market Position Statements should be developed to provide clearer messages to providers to support them to develop what we need locally

Opportunities *The features that the project or business could use to its advantage*

- Key consideration now needs to be given to how to operationalise the learning from the Use of Resources work including key messages and actions for 2015-16

- The Joint Commissioning Strategy should be driving annual commissioning intentions processes
- Further work could be done to develop a more cohesive vision and narrative about the overarching outcomes everyone is working towards
- The department has a rich and varied range of information available to use to understand whether or not it is achieving the outcomes it is working towards. This should be used more systematically to support ongoing self assessment, review and improvement.
- The department should maximise opportunities provided by better join up with the CCG, Public Health & the Chief Executive's office in relation to developing and commissioning a coherent (Care Act compliant) preventative offer for adults living in the borough
- The department could do more to identify & communicate its successes. The Use of Resources exercise should be seen as an opportunity to celebrate what has been achieved as well as focusing on next steps

Threats *The features in the environment that could cause concern for the business or project*

- There was a lack of clarity about the governance arrangements for quality assurance
- There is a risk that the current commissioning structure creates client group silos, resulting in an overly specialist and fractured market

Prioritised Action Plan

| Proposed Actions |
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| <ol style="list-style-type: none"> 1. Develop an outcomes framework including a revised performance framework to incorporate outcomes, finance & quality 2. Prioritise the Care Act "Prevention" work-stream and align with the CCG Pioneer programme 3. Refresh the Joint Commissioning Strategy 4. Agree an annual process of developing joint commissioning intentions 5. Undertake a re-structure of the Strategy & Commissioning / Joint Commissioning Team to reflect a more programmatic approach increasing team capacity 6. Explore the development of a joint governance structure for quality across Islington CCG & Adult Social Care 7. Develop a collaborative approach to market development with local providers with a view to co-producing Market Position Statements |