

Area Planning Board Regional Management Structure

August 2014

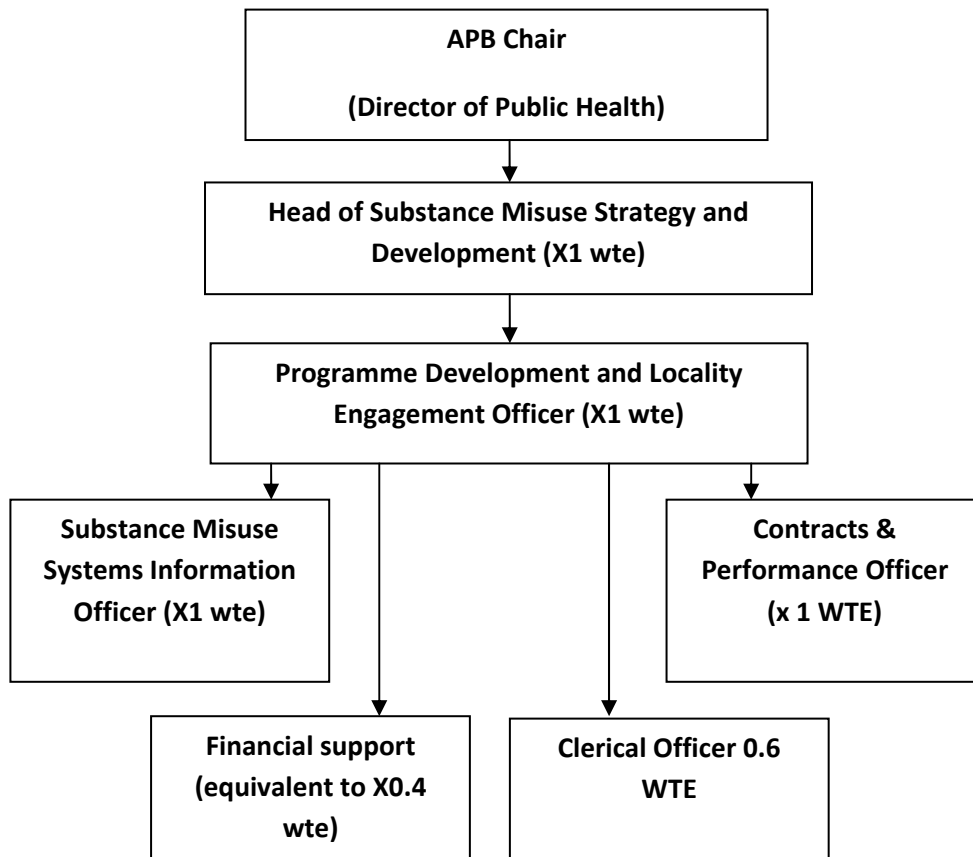
Introduction

The Welsh Government Guidance for Substance Misuse Area Planning Boards (2012) set out the expectation that each APB will need to define their specific support arrangements. Welsh Government has also signalled an expectation of reduced costs associated with support to a regional structure.

With the service development, planning, commissioning and performance management functions now being delivered at a regional level, in August 2013 the APB agreed to a move to a regional support structure. Personnel supporting the APB will be required to work locally in a complex array of partnerships, but have one common goal, to respond to the “Working Together to Reduce Harm 2008 – 2018” document, which is the Substance Misuse Strategy that aims to set out a clear national agenda for tackling and reducing the harms associated with substance misuse. In terms of the support required by the Area Planning Board, there is an expectation that staff will deliver a number of functions:

- Maintain an over view of the progress against national substance misuse policy and strategy across Western Bay.
- Act as advisors to the APB, ensuring that the Board has all the necessary performance management information and data available to inform decision making.
- Provide a functional link with the Welsh Government.
- Provide administrative and contractual support to the APB and its’ constituent groups
- To maintain budgetary over sight, management and monitoring of relevant financial allocation.
- To provide advice regarding clinical governance.
- To provide engagement with providers and relevant partnerships, ensuring effective integration of the substance misuse agenda into local strategic planning and service delivery.
- To maintain operational oversight on delivery of the APB work programmes.

STAFFING



Head of Substance Misuse Strategy & Development

AIM

- To provide a professional strategic lead for Substance Misuse Services across ABM.
- To provide project and programme management to support the APB in addressing and delivering on emerging and/or critical issues.
- To ensure that the substance misuse statutory, policy and strategic requirements of the Area Planning Board, and the responsible authorities across ABM are delivered to the highest standard.
- To be responsible for the specification, commissioning, performance management, quality assurance and governance of all service resourced through the APB delegated budgets including the NHS ring-fenced allocation, and for the substance misuse treatment system across ABM.
- To ensure robust clinical and practise governance is exercised in all services commissioned by the APB

Roles and responsibilities

- To provide strategic management and direction to substance misuse services.
- To establish and foster an inclusive and participatory approach to service development with all key stakeholders, and service providers, with a particular emphasis on service user involvement.
- To act as the senior advisor on substance misuse to the responsible authorities across ABM.
- To line manage a team of staff with commissioning, contracting and locality responsibilities, accounting for all statutory obligations with regards to employment and staff management, complying with all organisational employment and management policies.
- To be responsible for driving forward and delivering improvements to substance misuse services across all tiers of provision, achieving value for money and throughout all localities, ensuring that Welsh Assembly Government Framework requirements against Core Standards, Integrated Care Pathways, Commissioning, Inspection and Review, and Unit Costs are fully met.
- To develop effective clinical governance frameworks through which the APB can be assured of the quality and safety of services commissioned.
- To deliver robust, transparent, and accountable systems and processes for financial management of APB budgets, service procurement and contract management.

Programme Development and Locality Engagement Officer (X1 wte)

Aim

1. Provide liaison and support between the Area Planning Board and local partnership structures
2. To ensure that each locality has dedicated substance misuse support, to reflect the partnership engagement role provided by the head of substance misuse.
3. To have oversight for a number of key work streams across the APB agenda.

Roles and responsibilities

- Provide operational advice, guidance, co-ordination and support on substance misuse issues to both the Local statutory partnerships, the Area Planning Board, and their supporting structures.
- Ensure effective mechanisms are in place at a local level to ensure that the development of substance misuse services are informed through dialogue and consultation with key stakeholders, commissioners from related service areas, service providers and service users.
- To co-ordinate and manage the APB service provider forum
- To support the head of substance misuse by maintaining operational oversight on delivery of the work programmes for:
 - Children and Young People
 - Criminal Justice
 - Alcohol
- Develop and maintain effective working relationships with local service providers and the commissioners of other areas of service that impact on substance misuse.
- Ensure that the Area Planning Board and its support structures are sighted on all locality issues to enable effective and relevant service planning, commissioning and development.
- Manage the day-to-day interface between the APB and the CSP along with its supporting structures.
- Support the head of substance misuse in delivering effective integration of the substance misuse agenda into local strategic planning including Community Safety, Children and Young People and Health and Well Being planning mechanisms.
- Maintain an overview of progress against national substance misuse policy and strategy across the locality, and to contribute to the preparation for any locality specific substance misuse monitoring undertaken by statutory bodies.

- Support the head of substance misuse on any locality needs assessment and gap analysis to inform the commissioning intentions and actions of the APB.
- To liaise with the contracts and performance officer in the performance management and performance improvement of services within each of the Localities.
- To undertake all mandatory training and development as required by the Health Board, and an agreed program of personal training and development in agreement with the line manager.
- To travel within the APB area as required and further afield on occasion.

Contracts and Performance Officer (X1 wte)

Aim

1. To co-ordinate and manage the contracting and performance management functions of the Area Planning Board.
2. To lead on, and support, programmes of service development, service improvement and service review

Roles and responsibilities

- Maintain responsibility for the contract management, and performance monitoring of services commissioned through the APB budgets, to include any transferred budget responsibilities for the Substance Misuse Action Fund (SMAF), and the Health Board Ringfenced allocation for substance misuse.
- To be responsible for project managing the development and co-ordination of a performance management framework to support the APB, using the principles of RBA, and evidence based practice relevant to public service management.
- To establish systems that enable the APB and its constituent CSPs to be regularly sighted on the performance of substance misuse services against national and local KPIs, and the requirements of any service level agreements and contracts.
- To work with the head of substance misuse in developing comprehensive contracting frameworks, and annual audit procedures.
- Co-ordinate and project manage the assessment of progress against National Core Standards as part of service contract monitoring.

- To draft performance reports for consideration by the head of substance misuse
- To manage the information and data analysis support and the programme financial support functions.
- To support service improvement by ensuring service specifications are imbedded through robust contracts and SLAs.
- To support the head of substance misuse by maintaining operational oversight on the work programmes for:
 - Workforce Development
 - National Core Standards
- To be the responsible officer for the management and co-ordination of data held on the Welsh National Database for Substance Misuse (WNDSM) for organisations delivering substance misuse services in Western Bay region.
- To lead on any performance improvement actions aimed at improving the quality, consistency and recruitment of data and information.
- To establish a relationship with finance within the organisation to enable reporting on the position of the APB budgets, including maintenance of The Funding Project online in relation to SMAF funding.
- To act as co-ordinating officer for procurement exercises in relation to APB responsible budgets
- To undertake all mandatory training and development as required by the employing organisation, and an agreed program of personal training and development in agreement with the line manager.
- To travel within the APB area as required and further afield on occasion.

Substance Misuse Systems Information Officer

Aim

1. To support the head of substance misuse in providing systems information support across the substance misuse work programme, ensuring that the APB has access to, and is working with, high quality, valid and up to date performance information.
2. To work with, and support, substance misuse service providers in ensuring that quantitative and qualitative activity and performance information and data is available and fit-for-purpose.
3. To ensure that the APB and its commissioned services achieve all Welsh Government requirements and standards with regards to the collection, collation, analysis and submission of performance information and data.

Roles and responsibilities

A. Strategy and commissioning

- To provide data analysis, and information support across the APB work programme, acting as the autonomous lead officer on behalf of the APB in relation to the boards' responsibilities for reporting onto the Welsh National Database for Substance Misuse (WNDSM)
- To support the performance management of commissioned services through the recruitment and validation of appropriate service performance and activity data.
- To identify, analyse and report on trends in performance at both an area-wide and locality-wide level, against national and local key performance indicators, including the assessment of causal factors.
- To provide relevant, clear and concise information and data to the members of the APB and the APB support team in order to support their capacity to represent the board and the substance misuse work programme in a range of meetings, forums, and within their own organisations.
- To co-ordinate the response to all Welsh Government requests, audits, reports or developments that focus on substance misuse information or data management.
- To identify and quantify the need for systems information development, improvement and investment within the APB work programme and business plan each year.
- To develop, implement and maintain an ongoing performance monitoring system against the APB Performance Management Framework.

- To develop and implement systems to support the use of data analysis and performance information to underpin the Results Based Accountability (RBA) frameworks for commissioned services.
- To co-ordinate the APBs Results Based Accountability (RBA) work programme, ensuring that the development of RBA frameworks at an individual service level, and a strategic level, that are viable, relevant and supported by appropriate performance information management systems

B. Supporting providers

- To audit levels of adherence to national data reporting requirements and standards across all local service providers, and to develop and implement an Improvement and Management Plan to deliver continuous improvement in data and information quality.
- To develop a level of personal knowledge and experience in relation to substance misuse data and information management in order to become established as a source of reference and expertise to local services.
- To be responsible for identifying, analysing and resolving failures to achieve data and information reporting standards among local service providers.
- To represent the interests of local services in representing ABM on national groups and forums responsible for substance misuse data and information management

C. Analysis and reporting

- To provide the activity and performance data and analysis component of performance reports to the APB and its supporting structures
- To be responsible for undertaking the information and data analysis required to inform the performance report for each APB meeting.
- To be responsible for undertaking the information and data analysis required to inform the APB annual report each year.
- To scrutinise and quality assure the performance information and data supplied by commissioned services to support funding claims.
- To scrutinise the performance information provided to the APB Contract Management Forum

Admin and Clerical Officer (X1 wte)

AIM

To provide comprehensive and confidential secretarial/administrative support to the Area Planning Board and its various Sub Groups.

Roles and Responsibilities

- To co-ordinate meetings, papers, receive apologies for and take minutes for the Area Planning Board and its sub-groups.
- Ensure the maintenance of strict confidentiality and that no personal data is disclosed to unauthorised persons.
- To collate responses to consultation documents on behalf of the APB.
- To ensure appropriate records management
- Word Processing and audio typing of general correspondence and information as required.
- Deal with telephone calls and queries while having an awareness of 'customer care' at all times.
- Deal with incoming/outgoing mail as required, including email.
- Filing, faxing, photocopying.
- Maintain a record of use of rooms, appointments and bookings. Maintenance of recording systems necessary to provide statistical information.
- Liaise with partner organisations.
- Provide cover for other secretaries within the team during times of annual leave or other absence
- Use of database packages.