

# Social Services Change Plan

## Contents

Leadership	Page 3
Budget	Page 4 & 5
Performance	Page 6 - 9
Quality	Page 10 - 12
Officers Responsible	Page 13

## Leadership

Ref	Action	Targeted outcome	Officers responsible	Completion date	Resource implications	Progress (with date)
SL1	Establish a governance structure to oversee the action plan and manage the change process	Change is effectively planned and managed	JME MW	April 2007	Within existing resources	Change Team and Task and Finish Groups agreed.
SL2	Consult on the vision and strategy and Change Plan with stakeholders	Achieve stability and a sense of clear direction; commence the change process	JME MW CL BN NH AC	June 2007, with 6 monthly reviews	Within existing resources	Member input via Cabinet/Scrutiny Draft Vision presented to staff at Commissioning Groups held in November/December 2006. Draft Vision, Strategy, and Change Plan circulated to SSIW, Trusts (2), and LHB in January 2007. Circulated to CMT and Social Services OMs January/February 2007.
SL2a	Create an internal communications strategy and ensure staff are informed and able to contribute news and ideas	Staff are well informed e.g. about progress on Change Plan and have interactive opportunities for feedback	As above	June 2007	Within existing resources	
SL3	Ensure that managers are accountable for financial and service performance	Performance targets to improve services are met and services are delivered within budgets	JME MW	March 2009		Budgets have been set and a meetings structure put in place in April 2007.
SL4	Reconfigure services	Departmental structures enable demand to be met	MW CL	March 2008		Social Services Directorate established (January 2007). Interim Manager appointed (February 2007). New Director to be appointed (by September 2007)

## Budget

Ref	Action	Targeted outcome	Officers responsible	Completion date	Resource implications	Progress (with date)
SB1	Budget is set having analysed reasons for overspends	Causes of overspending are addressed and budget setting is accurate	<b>SD</b> AJ CL SK MW	April 2007 and weekly analysis		
SB2	Set budgets and systems for ensuring tight budget control	Spending is kept within budget limits	<b>MW</b> CL SK	June 2007		
SB2a	Recruitment to vacant posts to be undertaken within budget limits	Staff establishment is maintained	As above All O/Ms	April 2007		
SB3	Develop financial management skills of managers	Managers are able to achieve targets within allocated budgets	<b>AJ</b> SS CL	March 2008		Additional accountancy support in place in April 2007.
SB4	Predict future demand and needs based on demographic evidence	Service provision and configuration is based on predicted demand	<b>MW</b> RW Awa SJ IB JA	March 2009		
SB5	Establish a multi-agency panel (Education, Social Care & Health) for planning and managing out of County Placements for Children and Young People	Resources are used effectively. Targets are set to achieve the best outcomes for Children and Young People.	<b>MW</b> IB HN JF SS SKel	June 2007		
SB5a	Establish contracts with out of county providers to include expected outcomes for each pupil	As above	As above	As above		
SB5b	Develop a joint commissioning approach between the agencies to commission out of county placements and challenge excessive fee increases.	As above	As above	As above		

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SB6	Review levels of sickness absence	Increased productivity and reduced stress for staff in work	<b>SR</b> HM CL HJ JB	April 2008	Greater productivity savings	
SB6a	Review outstanding situations of long term sickness and identify actions to be taken in each case	A resolution outcome to the situations of staff on long term sickness leave	As above	June 2007		
SB7	Ensure that charges are consistently applied and reviewed	Charges are fairly applied and help to fund service delivery	<b>CL</b> BM SS CT MB	June 2007		
SB8	Review and revise the children's placement strategy	Reduce out-of-county placements and using local interventions	<b>MW</b> HN IB JF SS	June 2007		
SB9	Develop and implement a sustainable medium term financial plan for social care	Services are delivered within an agreed budget	<b>SD</b> AJ CL	July 2007	Within existing resources	
SB10	Review and amalgamate the number of offices from which services are delivered	Optimise the number and location of service outlets to reduce costs	<b>SD</b> CT CL PC KL	March 2008	Resources dependant on outcome of review	
SB11	Integrate CIC and VCAS into the Contact Centre	Deliver better advice and information to members of the public and efficiency savings	<b>TC</b> AL NH PSD	December 2007		
SB12	Review joint working between Housing and Social Services	Reduction in costs of adapting more properties and making better use of resources.	<b>AB</b> AL JHa SB	September 2007		
SB13	Improve the processes to reduce Delayed Transfers of Care (DTC) in partnership with Health	Understanding and agreement with Health on the responsibilities for funding community care packages - keeping DTC situations to a minimum	<b>AL</b> LH JW	March 2008		

## Performance

Ref	Action	Targeted outcome	Officers responsible	Completion date	Resource implications	Progress (with date)
SP1	Develop performance management skills of managers	Performance is improved across the board	<b>BN</b> JWo	September 2008	Within existing resources	
SP2	Use corporate risk management methodology to assess risks and identify effective counter-measures.	Risks are effectively managed within cost parameters	<b>AJ</b> BN SJ SS	April 2007	Within existing resources	
SP3	Produce service and team plans that clearly show how and when priorities will be delivered	Plans set targets to improve service delivery	<b>BN</b> CL SJ/JA/HM All OMs	September 2007	Within existing resources	
SP3a	Each OM to produce separate Service Plans and to link together in agreeing shared objectives and targets	Each service has a Plan which is joined up with colleagues' Plans.	<b>BN</b> All OMs	July 2007		
SP4	Reduce the numbers of unallocated cases in adult services by 50%	Reduce unallocated cases from 140 to 70. Less delay in assessing the needs of clients	<b>AL</b> PH BW JM SL SP GL	September 2008		
SP5	Introduce an effective system for first contact and referral	Reduced numbers of Looked After Children	<b>HN</b> KH	September 2007		
SP6	Review Directorate support systems	Effective Directorate operational support systems	<b>HM</b> LR AB JW <i>i</i>	June 2007		
SP7	Relationships management and marketing skills are improved	The profile of the Department and presentation of the work are improved	<b>HM</b> All OMs AB LR JW <i>i</i>	March 2008		
SP8	Design a three year programme for business process re-engineering for social care	Deliver better advice and information to members of the public and efficiency savings	<b>PSD</b>	September 2007	BPR Team. Seconded staff from Social Services (knowledge transfer)	

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SP9	Restructure complaints handling	Deal effectively with complaints	<b>BN</b> JA EC SS	September 2007	Within existing resources	
SP10	Develop and implement a workforce strategy for social care	The departments have the staff with the right skill mix, both now and in the future	<b>CL</b> SR AWi SJ HJ	March 2008	Resources implications to be developed.	
SP10a	Create post qualification employment opportunities for Directorate staff accessing social work training	As above	As above	As above		
SP11	Undertake a review of all existing secondments; "act-ups" and honoraria	Staffing establishments are stabilised and spending remains within budget	<b>CL</b> All OMs	July 2007		
SP12	Develop strategy to comply with Inspection Care Standards requirements in residential homes by the end of 2007.	The Council meets the statutory requirements for staffing levels and environmental standards	<b>KL</b> BS CL AWa	December 2007		
SP13	Develop strategy for the provision of residential care for older people with mental illness	The re-provision of residential beds for older people with mental illness	<b>KL</b> BS PH JM SS	December 2007		
SP14	Review the home care services around the re-ablement agenda in partnership with Health Services	A reconfiguration of the services in Home Care Teams to increase the services from the Short Term and Re-ablement Teams	<b>KL</b> JC AM	August 2007		
SP15	Increase uptake of welfare benefits (including the Independent Living Fund)	Enhance prevention, independence and choice	<b>CT</b> CL AL SS BM CS	July 2007	Within existing resources	
SP16	Establish quarterly performance boards	Management information is used to the full to drive service improvement	<b>BN</b> JWo	June 2008	Within existing resources	

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SP17	Management Information Reports to be reviewed with key performance indicator information and data included	Management Information is focused on key areas for monitoring and improvement	<b>JWo</b> AL PH IB	May 2007		
SP18	Review targets with partners and use the agreed targets to drive service delivery	Service delivery improvements are achieved	<b>BN</b> CL SS AJ	March 2009	Potential savings (level not yet known)	
SP19	Ensure that all staff are using SWIFT and recording all information directly onto the system in line with the new ICS and UA procedures	Improved management information and greater efficiency	<b>PSD</b> JWo AL HN	March 2008	Internal – use of ICT training once TNA completed and training programme developed.	
SP20	Ensure that all staff have access to and training in the use of IT equipment	Improved management information and greater efficiency	<b>DV</b> JWo	April 2007	Not yet known	
SP21	Prepare and deliver a campaign to increase fostering and adoption	Reduced dependence on out-of-county placements	<b>JF</b> BN AC SRu	June 2008	Not yet known	
SP22	Develop a business case for the introduction of tele-care services/assistive technology	More responsive service; increased efficiency	<b>CL</b> TC DC NH	March 2008		
SP23	Introduce electronic document and records management	Improved management information and greater efficiency	<b>PSD</b> AWa JWo	December 2010	IM Project Team. Super Users within Social Services. Ad-hoc Resources from Directorate.	

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SP24	Undertake a pilot in the use of mobile technology and remote working in the Fostering Team	More flexible ways of working and greater efficiency	DV PSD JWo JF SRu	December 2007	ICT capital costs required for initial set up – report to OneVale Steering Group.	
SP25	Ensure carers` assessments are offered in a consistent and systematic manner	Carers assessments are undertaken and recorded according to good practice	AL PH AWa NH	September 2007	Within existing resources	
SP26	Find solutions to reduce the Occupational Therapy waiting list	Reduced wait for people with moderate and low level needs	AL BW SB JW AM	March 2008		

## Quality

Ref	Action	Targeted outcome	Officers responsible	Completion date	Resource implications	Progress (with date)
SQ1	Involve Councillors in the change process through regular briefings	Councillors have the full range of information required to make strategic decisions	CL BN	When Change Plan completed	Within existing resources	
SQ2	Review all out-of-county / agency placements and identify strategies to bring children back in county where this is safe and appropriate	Reduce out-of-county placements using local interventions	HN JF IB	June 2007		
SQ2a	Establish criteria for placing children and young people in the care of the Council and apply consistently	There is consistency in the decisions about placing children and best use made of in-house service provision	As above	As above		
SQ3	Develop and implement commissioning strategies for all services	Delivering services more cost effectively and decommissioning services which fail to meet priorities	MW CL All OMs	April 2008		
SQ4	Establish a system for Cabinet and Scrutiny Reports to be seen and checked by the Interim Manager / Head of Service prior to submission to the Cabinet Office	Senior Managers are informed about reports being submitted and able to contribute to the content of reports	HM ABo LR JWi	June 2007		
SQ5	Training and mentoring on writing skills to be undertaken by all OMs and TMs	Improvements in writing Committee Reports and correspondence	BN AWa AWi All OMs/TMs	December 2007		
SQ6	Review working arrangements with the NHS Trusts and LHB	Reduced delayed transfers of care; greater independence and choice	MW AL SS	July 2007		
SQ7	Review all existing care packages beginning with outstanding reviews	Care packages meet eligibility criteria and the service is appropriate to meet a clients needs	MW PH AL KL	March 2008		

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SQ7a	Develop a procedure for maintaining regular reviews	As above	<b>MW</b> PH AL KL	As above		
SQ7b	Review all out of County adult placements and consider alternative provision	Placements meet assessed need in a cost effective way	<b>MW</b> PH AL KL	As above		
SQ8	Review all Day Services	Buildings are being used for day services which are 'fit for purpose'.	<b>KL</b> BS CJ SR	December 2009	Resource implications to be developed	
SQ9	Review placements of young people with disabilities taking account of adults` eligibility criteria.	Enable smooth transition for young people with disabilities into adult services	<b>IB</b> PH AL CS	September 2007		
SQ10	Review eligibility criteria for all client groups in adult services	Targeted resources at the most vulnerable	<b>MW</b> PH AWa	June 2007		
SQ11	Ensure that eligibility criteria are being consistently applied in adult services	The most vulnerable people are able to access the support they need	<b>MW</b> PH AL	March 2008		
SQ12	Review working arrangements with the voluntary sector and introduce effective contracts with performance targets and monitoring	Grants support corporate aims and identified need; funding is based on performance	<b>BN</b> AJ CL SS IB	March 2009	Within existing resources	
SQ13	Develop internal partnering arrangements with RSLs, and work with external providers.	Housing for vulnerable people is available and appropriate	<b>ABi</b> PH SJ MI IB AL	January 2008		
SQ14	Produce a plan to improve project management skills	Improved project management skills; projects are delivered on time and within budget	<b>BN</b> JA SS	March 2008	Within existing resources	
SQ15	Produce a project plan to improve procurement skills	Greater efficiency; projects are delivered on time and within budget	<b>AJ</b> JA SS	March 2008	Within existing resources	

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SQ16	Introduce a system to ensure CRB checks are undertaken as appropriate and re-checked on a 3 yearly basis.	All relevant staff have an up to date CRB check and CRB safeguards are in place	<b>AU</b> <b>JB</b> <b>SS</b> <b>LJ</b> <b>RT</b>	June 2007		
SQ17	Introduce quality assurance systems across the Directorate	Quality Assurance systems are in place	<b>MW</b> <b>CL</b> All OMs	March 2008		
SQ18	Establish a system for creating a Joint Equipment Store	The most efficient and effective method of issuing equipment to service users and carers.	<b>AL</b> <b>CL</b> <b>SK</b> <b>SB</b>	March 2008		