

VALE OF GLAMORGAN COUNCIL

CABINET: 21ST DECEMBER 2006

REPORT OF THE CHIEF EXECUTIVE (SUPPLEMENTARY INFORMATION)

Social Services Issues (Agenda Item 8)

1. Further to my holding report the attached Draft Vision for Social Care outlines a planned approach to changing and modernising the Vale's Social Care Services with a focus on addressing the underlying causes of budget overspends. It outlines a Vision for the future direction of Social Care underpinned by a shared Purpose and provides a Strategy to achieve the Vision, in line with our Principles.
2. A draft Change Plan outlines a framework for implementing key priorities. Each action is a project in its own right and will need to be carefully planned with realistic milestones and targets. The full details of the Change Plan have not yet been included, and members' views on the overall direction of the Strategy would be welcome before more detailed planning is undertaken. Members will appreciate that detailed project plans will be required before the financial benefits that will be accrued from new ways of working can be accurately calculated.
3. This Draft Vision also provides a basis for consultation on the future direction of social care with staff and partners. New governance agreements will be needed to oversee the changes involving both elected members, officers and partners. At officer level the strategic overview of the Plan will be the responsibility of the Corporate Management Team supported by a Change Team incorporating staff from various departments with technical expertise and experience of managing change to oversee the operational issues arising. It is also suggested that a Change Co-ordination Group including external partners be set up. Members will wish to consider whether mechanisms need to be put in place over and above normal executive scrutiny arrangements. I will report further in the New Year on the detail of the governance structures.

DRAFT VISION FOR SOCIAL CARE

Our vision

To promote independence, choice, inclusion and well-being for the most vulnerable members of our community.

Our purpose

Through our efficient and effective use of finite resources to enable people to:

- exert control over their own lives
- be safe from harm, abuse or neglect
- live healthier lives
- play an active role in their local community
- access the support and information they need to live independently

Our principles

- Securing essential care services that are good quality and value for money, that are person-centred and that are provided within local communities.
- Promoting client independence.
- Meeting our statutory obligations.
- Providing leadership to ensure that the services that are provided (whether by the Council or by others) meet the needs of local people and are fair and equitable.
- Managing our staff, resources and performance efficiently and effectively.
- Taking a 'can do' approach to problem-solving, innovation, technology, learning and change.
- Empowering our staff to deliver local services with the right mix of skills, resources and support.
- Working with our partners to secure integrated ways to meet client needs.
- Valuing the contribution that can be made by the voluntary sector in providing services and in supporting self-help and community action.
- Making the most of new technology.
- Managing demand pressures efficiently and effectively to deliver services within budgets and with clear responsibility and accountability.
- Managing risk and increasing productivity and performance so that available resources are used to best effect.
- Demonstrating value for money through the use of strategic and flexible commissioning.
- Reducing reliance on expensive specialist services.
- Delivering project outcomes on time and within budget.

OUR STRATEGY FOR CHANGE

Leadership and vision

1. The Council has a clear vision for the area and for the organisation, set out in the Community Strategy and the Corporate Plan. Social care services also require strong leadership and vision. A governance structure will be put in place, including elected members and partners organisations, to ensure that this leadership provides a clear direction for the shape and pattern of services.
2. All Council services contribute to delivering our vision for social care. In future, there will be a more integrated approach, with all service departments being clear about how they can make effective contributions to social care principles.
3. Social care services also have a responsibility to contribute to Council aims and priorities. There must be active contribution to corporate priorities, and social care services must be actively involved in community regeneration, social inclusion and cohesion programmes, customer focus and other cross-cutting objectives.
4. A greater emphasis has been placed in recent years on good quality staff training to support professional development. This work must now be taken further to improve the abilities of key staff to manage change, performance and finances and through improving pathways to career development.
5. Elected members must also have the skills and knowledge of social care issues that they need to translate political commitment into effective strategic direction. There will need to be closer working relationships between managers and members, and better communication about how the service is performing.
6. The Council has established a clear methodology for managing risk, although it is not currently widely used within the social care services. We will ensure that this clear approach to managing risk is widely adopted for managing risks in projects, plans and in case management.
7. The full support of our partners and staff will be needed to achieve this vision and purpose. We will consult and engage users, carers and partners on emerging improvement plans and communicate the plans to staff and engage them in its implementation.

Culture and change management

8. It is clear that the provision of social care services must change to meet the challenges of the recent joint review of social services in the Vale and budget overspends, and this will require effective change management and a 'can do' attitude by staff.
9. The Council has a good performance management framework, but this has not been well established in the social care services. A key challenge

for managers will be to embed a performance and financial management culture throughout the organisation, including staff at all levels.

10. The OneVale programme will transform how the Council operates over the coming years. Social care services will maximise the opportunities offered by OneVale and Business Process Re-engineering to improve customer service and efficiency.
11. In addition, better use of comparative data and information about good practice elsewhere will be made by officers and members through improved performance management to challenge current work practices and performance.
12. Social services will maximise the deployment and use of ICT in order to provide better management information and increased productivity. All staff must be IT literate and able to use new technology to the full. All relevant staff will have access to IT equipment and training to do their jobs, and in return, they will need to fully utilise the systems that are provided.
13. The development of the local market in social care for all care groups is a high priority to ensure cost effectiveness from all providers, maximise the independence and choice of users and their carers, and prevent out of area placements. Better use of unit cost and procurement monitoring will support the commissioning partnerships the Council uses for social care.
14. We will review our working arrangements with our partners and the voluntary sector to ensure that we are achieving good value for money. Service provision must meet performance and quality standards, and contribute to corporate priorities. Clear outcomes and performance measures will be required for all contracts and grant aid. In return, there will be clear commitments as to what the Council is trying to achieve and how it will interact with partners.

Service delivery

15. There will be an explicit and prioritised programme of improvement to shape team and service priorities. Future service delivery will be targeted at promoting greater independence for and choice by clients. It will be based on predicted need and demand and developed in the new commissioning strategies being formulated for the next three years. Work will be undertaken to identify that future demand and reconfiguration of services will inevitably result.
16. There will be an emphasis on good value for money in the commissioning strategies. Quality assurance arrangements, including responses to complaints, will be improved to ensure consistency and quality in standards of care are delivered.
17. Our ability to manage projects efficiently has been limited. In future, project managers must have the skills they need to ensure that projects are delivered on time and to budget.
18. The new commissioning strategies will enhance the joint working between Social Services, Housing and other Council Services towards the

independence and choice objectives. The Housing division, along with other registered social landlords, will be more involved in meeting social care needs to offer alternatives to institutional care.

19. The Placement Strategy and the use of out-of-county placements, a major cause of budget overspending, will be thoroughly reviewed. Where it continues to be used, there must be clear benefit, with clearly identified outcomes. Keeping families together will be a priority.

Performance and Efficiency

20. Social care must operate within the set budgets. Managers must be responsible and accountable for the control of their resources. Overspends must be effectively tackled while managing our risks effectively and without neglecting our statutory responsibilities. This will involve using new technology and increasing productivity.
21. We will ensure that we are making use of all available streams of income to fund service delivery. We will review charges, increase uptake of appropriate welfare benefits and ensure that funding of all initiatives is appropriate and sustainable.
22. Social care services make only limited use of performance information. For performance management to work effectively, managers need clear targets and accurate and reliable performance information. We will ensure that performance management is embedded within all tiers of the organisation and that performance information is fully utilised to achieve priorities and outcomes agreed in commissioning strategies and service plans.
23. Staff and managers must be empowered to manage services in innovative ways to achieve improved performance and work within identified budgets. This will involve staff working more flexibly to deliver outcomes for clients and technological enhancements to working methods
24. New quarterly performance management arrangements will commence in February 2007. These reviews will include:
 - financial management and budget targets;
 - impact and risk analysis of improvements or changes in service delivery;
 - reduction in out of area placements for Children and Learning Disability clients;
 - maximisation of welfare benefits, including the Independent Living Fund (ILF)
 - improvements on key indicators that relate to promotion of independence and choice (such as Direct Payments of clients or percentage supported in the community);
 - staffing, workload and workforce planning;
 - complaints handling;

- project management of improvement and partnership objectives;
- market or provider analysis of services purchased and their capacity to meet objectives.

Social Services Change Plan

Leadership and vision

Ref	Action	Targeted outcome	Officer responsible	Completion date	Resource implications
	Establish a governance structure to oversee the action plan and manage the change process	Change is effectively planned and managed			
	Consult on the vision and strategy and change plan with stakeholders	Achieve stability and a sense of clear direction; commence the change process			
	Review targets with partners and use the agreed targets to drive service delivery	Service delivery improvements are achieved			
	Identify and analyse reasons for overspends	Action is taken to address causes and budget setting is accurate			
	Use corporate risk management methodology to assess risks and identify effective counter-measures.	Risks are effectively managed within cost parameters			
	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			
	Involve Councillors in the change process through regular briefings	Councillors have the full range of information required to make strategic decisions			

Culture and change management

Ref	Action	Targeted outcome	Officer responsible	Completion date	Resource implications
	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			
	Review working arrangements with the voluntary sector and introduce effective contracts/agreements, with performance targets and monitoring	Grants support corporate aims and identified need; funding is based on performance			
	Develop performance and financial management skills of managers	Managers are able to achieve targets within allocated budgets			
	Ensure that all staff are using SWIFT and recording all information directly onto the system	Improved management information and greater efficiency			
	Ensure that all staff have access to and training in the use of IT equipment	Improved management information and greater efficiency			
	Review working arrangements with the NHS Trusts and LHB	Reduced delayed transfers of care; greater independence and choice			
	Develop partnering arrangements with RSLs.	Housing for vulnerable people is available and appropriate			

Service delivery

Ref	Action	Targeted outcome	Officer responsible	Completion date	Resource implications
	Predict future demand and needs based on demographic evidence	Service provision and configuration is based on predicted demand			
	Review eligibility criteria for all client groups	Targeted resources at the most vulnerable			
	Ensure that eligibility criteria are being consistently applied	The most vulnerable people are able to access the support they need			
	Review all existing care packages	Care packages meet eligibility criteria			
	Introduce a quality assurance system for case management	Case management is improved and contains all relevant information			
	Develop and implement commissioning strategies for all services	Delivering services more cost effectively and decommissioning services that fail to meet priorities			
	Reconfigure services to meet demand	Departmental structures enable demand to be met			
	Review and amalgamate the number of offices from which services are delivered	Reduction in number of venues, travel costs and expenditure			
	Integrate CIC and VCAS into the Contact Centre	Deliver better advice and information to members of the public and efficiency savings			
	Restructure complaints handling	Deal effectively with complaints			

Ref	Action	Targeted outcome	Officer responsible	Completion date	Resource implications
	Prepare and deliver a campaign to increase fostering and adoption	Reduced dependence on out-of-county placements			
	Work with accommodation providers to assess demands and need of vulnerable people and identify housing to satisfy those needs	Increase access to appropriate affordable housing for vulnerable and disabled people			
	Investigate the use of mobile technology	Improved management information and greater efficiency			
	Introduce electronic document and records management	Improved management information and greater efficiency			
	Produce a project plan to improve procurement, project management and commissioning	Greater efficiency; projects are delivered on time and within budget			
	Develop a business case for the Introduction of tele-care services	More responsive service; increased efficiency			

Performance and efficiency

Ref	Action	Targeted outcome	Officer responsible	Completion date	Resource implications
	Review levels of sickness absence	Increased productivity and reduced stress for staff in work			
	Develop and implement a sustainable medium term financial plan for social care	Services are delivered within an agreed budget			
	Increase uptake of welfare benefits (including the Independent Living Fund)	Enhance prevention, independence and choice			
	Ensure that charges are consistently applied and reviewed	Charges are fairly applied and help to fund service delivery			
	Introduce an effective system for first contact and referral	Reduced numbers of Looked After Children			
	Review all out-of-county placements and identify strategies to bring children back in county where this is safe and appropriate	Reduce out-of-county placements and using local interventions			
	Review and revise the children's placement strategy	Reduce out-of-county placements and using local interventions			
	Establish quarterly performance boards	Management information is used to the full to drive service improvement			
	Produce service and team plans that clearly show how and when priorities will be delivered	Plans set targets to improve service delivery			
	Ensure that managers are accountable for financial and service performance	Performance targets to improve services are met and services are delivered within budgets			