



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Social Services and Personal Health Scrutiny Committee
Cabinet**

**8th March 2001
19th March 2001**

JOINT REVIEW ACTION PLAN UPDATE 2001/2002

Report of the Director of Social Services

1. Purpose of Report

- 1.1 The purpose of this report is to demonstrate the action which the Department and City Council have taken on the Audit Commission/Department of Health Joint Review Presentation to the Social Services Committee in March 2000.
- 1.2 The Social Services Committee approved a detailed action plan which identified action, responsibilities and time scales to follow up the Joint Review Recommendations.
- 1.3 The Joint Review Team will return to Leicester at the end of March to evaluate in detail our follow action during the last year and evaluate our plans for 2001/2002.

2. Summary

- 2.1 The attached follow up action plan is based on the themes highlighted in the Joint Review. Each assesses our progress since March 2000. Some action relates to more than one theme and are therefore cross referenced.
- 2.2 The report introduction and summary indicate the major developments since March 2000 in a climate of reducing resources to the City Council from Central Government. Collectively they maintain and enhance our Joint Review position which was an Authority which serves the people of Leicester well and is capable of further development.
- 2.3 These major developments have included: -
 - Agreeing a Human Resource Strategy
 - Conformation of Investor in People Status
 - Establishing a new Health Partnership mechanisms
 - Agreeing a Departmental Race Equality Action Plan
 - Restructuring Children/Families and Adults Divisions

- Establishing a Performance Management Unit

3. Recommendations

- (1) Scrutiny Committee and Cabinet are recommended to note the substantial service developments which have taken place since March 2000, and to receive a further report in March 2002 on actions taken in 2001/2002;
- (2) Cabinet is recommended to:
 - ii) Commend staff in the Department for their commitment in achieving these developments.
 - iii) Accept this updated plan as the official response from the Authority to the Joint Review when they revisit the Authority at the end of March.

4. Financial and legal Implications

- 4.1 There are no specific financial implications. All items covered in existing budgets and previous reports to Scrutiny Committee.
- 4.2 There are no legal implications (Guy Goodman, Assistant Head of Legal Services - extension 7054).

5. Equal Opportunities Implications

- 5.1 The provision of equality of services to the whole community is a central part of the Joint Review Action Plan.

6. Sustainable and Environmental

Non specifically.

7. Report Author/Officer to contact:

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REVIEW OF JOINT REVIEW ACTION PLAN

INTRODUCTION

The Joint Review of Leicester City Council's Social Services Department concluded that the City is well served by the Department with good prospects of continued improvement.

The Joint Review Action Plan was approved by the Social Services Committee in March 2000 and the Department has responded to it actively in the last year. The Plan has provided a catalyst both for consolidation and change, confirming the high rating given the Department.

There have been a number of major developments which are helping to provide a clear sense of direction for the Department and to build better working relationships with users, carers, staff and partner organisations and agencies. These complement the new political structures adopted by the Council in August with a Cabinet (with a lead member for Social Services and Personal Health) and a new Scrutiny Committee.

Our key achievements in the last year include:

- The Council has adopted a three year budget strategy which greatly assists forward planning by the Department. The Department has adopted its own strategy to address some of the underlying instability in the budget caused by unfunded commitments from previous years and increasing demand.
- Investor in People accreditation in 2000. We voluntarily sought another external appraisal in 2001 that complimented us on our progress, current performance and plans.
- The Department was identified as one of the three most improved in the 2000 Performance Assessment Framework publication.
- Leicester's Health Action Zone (about which the Joint Review expressed concerns) received a very positive rating when it was reviewed by the NHS Executive in 2000.
- New Health Partnership Policy Board (and Executive) established for the City in 2000/01 bringing together all the NHS bodies, the City Council, and the voluntary sector and Council of Faiths.
- Departmental Race Equality Group established chaired by the Director, to advise the Directorate on how to promote the take up of services, a workforce representative of the community, fair treatment of staff, and consultation with ethnic minority communities in the City. The Scrutiny Committee endorsed the first Race Equality Annual Report in January. This will provide a focus for reporting progress in these key areas.

- As a result of external evaluations, the Children and Family Assessment process and structures are in the process of being restructured with the aim of providing clearer and efficient responses to the general public. This will particularly help with the speed and responsiveness of the initial assessment process which was specifically mentioned in the Joint Review Report as requiring further development.
- By May 2001 the re-shaping of Community Care Services will have been completed in the Department. The former Adult (Services) and Adult (Commissioning) Divisions will be replaced by Community Care/Older Persons and Community Care/Adult Services Divisions. The aim is remove the rigid Provider/Commissioning split and integrate the specialist services. As part of the plan the Procurement and Commissioning function will be transferred to the Resources Division and also a specialist Departmental Health Partnership post will be created, responsible to the Director.
- In November 2000 the Social Services and Personal Health Scrutiny Committee approved a detailed Human Resources Strategy and plan for the Department which aims at delivering its objectives more efficiently through the employment, development and management of staff. It concentrates on organisational development, employment policies and practices, training and development, the working environment and review and evaluation processes.
- By May 2001 the Department will have a fully operational 'arms length' Performance Management Unit answerable to the Director which will provide a vital focal point for Departmental and national performance information. The Unit will undertake systematic service assessments/audits and dovetail into the City Council's Best Value programme.
- In order to provide more focused and specialist children's support services the Children's Strategy Unit has been reorganised with two distinct functions: Child Protection and Independent Review and Children's Policy and Planning and Strategy each headed by a Service Manager.
- This Joint Review update follows the themes of the original Action Plan approved by Social Services Committee in March 2000 and identifies action taken and planned for 2001/2002.
 1. Consultation process with stakeholders
 2. Equality and Diversity
 3. Communications
 4. Partnership work with Agencies
 5. Planning Policy and Performance Information
 6. Performance and Inspection
 7. Best Value Reviews
 8. Resource Management
 9. Access, Duty and Review
 10. Children's Services and Quality Protect
 11. Promoting Independence
 12. Human Resources
 13. Committee and Reporting Process
 14. Corporate Issues

Andrew Cozens, Director of Social Services

1. CONSULTATION PROCESSES WITH STAKEHOLDERS

- 1.1 The establishment of the Performance Management Unit in May 2001 and the legal requirement to undertake yearly surveys of users and carers will provide a robust framework to obtain regular feedback. In addition, Service Managers will be conducting detailed surveys as part of the Best Value programme.
- 1.2 The carer's assessment in Children's and Families Services will be included in DoH Assessment Framework for 2001.
- 1.3 Developing new relationships with carers/users has been partially achieved. Some BV reviews have had a good consultation dimension (e.g. Older People).
- 1.4 A review of the screening and assessment processes and the degree of involvement of external agencies will be undertaken by the Adult Access Service Manager during 2001.
- 1.5 Voluntary Action (Leicester) has been involved in the review and development of eligibility criteria for Children in Need.
- 1.6 The co-ordination and planning for transition of services for Disabled Children is included in the HAZ plan for 2001/2002.
- 1.7 The IiP focus group has confirmed that the Department is now more receptive to ideas and debate about change.
- 1.8 Numerous meetings and visits have been made with partner agencies and organisations in order to ensure a clearer understanding of the quality and sustainability of services.
- 1.9 The adoption of new Adult Assessment Framework aims to develop a new culture and holistic assessments which will increase the involvement of voluntary organisations.
- 1.10 As part of the 2000/2001 budget process a staff event was organised by the Assistant Director (Resources) and Service Manager to discuss the role of Staff Development in the strategic direction. Staff are included in future reviews/working groups where the outcomes are likely to have major implications for staff training.
- 1.11 Regular consultation events have been organised with Looked After Children by the Children's Consultation Officer.
- 1.12 The Adult Carers Plan was produced in the Summer of 2000. The Common Assessment Framework training has stressed the importance of carers and their right to separate assessments. A Carers' Resource Directory has been produced in 2000.
- 1.13 The launch of the Vulnerable Adults Procedure has involved extensive stakeholder discussions.

2. EQUALITY AND DIVERSITY

- 2.1 The Authority produced its first Community Plan in December 2000 following extensive consultation.
- 2.2 Eligibility criteria for Adult services is still under review with full implementation date to be agreed in 2001/2002.
- 2.3 The Common Assessment Framework provides for a more coherent and transparent system for establishing and reviewing priorities in hospitals.
- 2.4 All staff in the Adult Commissioning Division have been trained in the new assessment framework, leading a development of a new culture of service user empowerment, and an enhanced quality of service. Restructuring of Community Care will further improve customer care.
- 2.5 Work on the reasons for under representation of ethnic minority populations in service provision has been deferred due to staff shortages in the Adult Planning and Service Development Unit. Now expected to start in Summer 2001.
- 2.6 Significant progress has been made on the recruitment of Foster Carers from different ethnic backgrounds with regular Asian radio items, attendance at festivals and attendance at specific group meetings. The YOT are also involved in the process to recruit Bail Foster Carers. Continued progress is being made to increase the number of family link carers.
- 2.7 The Carers' Grant introduced in 2000 has enabled the Department to continue to support the Barnardos Carefree Project. Further work will be developed under the auspices of the Carers' Act.
- 2.8 The Children's Policy and Planning Unit has recently appointed a Policy Officer for Cultural Diversity to examine and evolve policy options to develop strategies to reduce inequalities.
- 2.9 The Department runs a programme of Race Equality Training and this will continue to be considered as a priority in the Training Plan 2001/2002.

3. COMMUNICATIONS

- 3.1 A new resource directory of all services in voluntary sector has been produced. A 'sister' directory for statutory services will be developed during 2001/2002.
- 3.2 New advice and guidance has been issued to staff for foster placements. Introduction of Assessment Framework will further strengthen this area of work.
- 3.3 The assessment processes for children and adults have been reviewed. New and updated public information mentions that the eligibility criteria and the Departments assessment of individual needs will determine what will help can be offered.

4. PARTNERSHIP WORK WITH AGENCIES

- 4.1 We continue to have monthly liaison meetings with the Education Department. There have been two Strategy Development sessions in 2000 and the City Council will have a draft Joint Strategy on the Education of Children in Public Care by April 2001.
- 4.2 The continuing establishment of user's representative groups for Day Centres, Family Centres and will also widen the base for consultation.
- 4.3 New policy and planning arrangements are now in place with the Health Authority, Primary Care Groups and Trusts and are working well. The support to the PCG/PCT meetings has been particularly significant.
- 4.4 HAZ is now on track; new planning arrangements are beginning to deliver greater strategic coherence. Clear direction for Health Act flexibility is now in place.

Also refer to 1.1
 1.8
 1.9

5. PLANNING, POLICY & PERFORMANCE INFORMATION

- 5.1 An Adult Planning and Service Development Unit has been established and is doing well in creating imaginative plans and implementing them proactively. Plans are now

being more closely linked to budget strategies. The budget reconfiguration will be a first step for 2001/2002.

- 5.2** A City Council Performance Framework was introduced in 2000/2001 and every Business Unit was required to produce a detailed Business Plan. The Performance Management Unit will support managers in this process by producing benchmark performance data.
- 5.3** The review of Children's Access Services and the development of the Children in Need eligibility criteria have been completed and will be fully operational from April 2001.
- 5.4** The specific needs of young carers and continued development of the Heritage model is included in the DoH Assessment Framework for 2001.
- 5.5** In Children and Families the implementation of the DoH Assessment Framework in April 2001 should help to standardise assessment procedures and minimising duplication. This is a priority training category for 2000/2002.
- 5.6** A clear Staff Development programme has been introduced (including PQ Training for Child Care Staff).
- 5.7** Partnerships with other agencies will ensure that initiatives such as Sure Start and SRB are increasing our capacity to respond positively to Children in Need.
- 5.8** An interagency protocol is being developed as part of the HAZ project to address transition arrangements between Children and Families and Adults.
- 5.9** The 'refocusing' of children's services is gradually beginning to impact and should result in more children in need being provided with direct services both within and outside the Social Services Department.
- 5.10** The Service Plan for 2000/2001 contained specific objectives and performance targets/indicators providing a robust policy/performance framework for the Department.
- 5.11** All Best Value and Departmental reviews contain very clear priorities and time scales. This was supported by Departmental and Divisional away days.
- 5.12** The aggregation of ERDS Service Priorities and Business/Departmental Plans was achieved in the 2000/2001 planning cycle/process.
- 5.13** Work on the reasons for under representation of ethnic minority populations in service provision has been deferred due to staff shortages in the Adult Planning and Service Development Unit. Now expected to start in Summer 2001.
- 5.14** The existing information system (SSIS) is to be replaced as part of a major development project. A project plan and budget plan has been agreed. A Head of Information has been appointed working for the Project Board chaired by the Assistant Director (Resources). The new Care First system is due to be

operational in July 2001. The Department is actively exploring sharing data with other partner agencies.

- 5.15 The involvement of staff in preparing the specification of the information system should ensure greater confidence in the speed and comprehensiveness of it compared with the old SSIS system.
- 5.16 The lack of reliable client information and the inappropriate coding structures of the finance system will be tackled as part of the new Care First system. Information transferred to the new system will be 'cleaned up' which will make error correction easier. The implementation programme will include sub-projects of users helping to develop the system.

Also refer to 1.6 4.1
 2.1 4.3
 2.6

6. PERFORMANCE AND INSPECTION

- 6.1 The two Service Evaluation Officer posts have been transferred to Performance Management Unit and used to fund the establishment of other posts. Audits will be undertaken by the Performance Management Unit which is the arms length unit responsible for performance assessment, information and benchmarking. Discussions have taken place at Directorate on quality issues and how that fits with the Performance Management Unit.
- 6.2 Directors' Board is actively monitoring all actions/outcomes from the Joint Review / OFSTED reports.
- 6.3 Monitoring of performance in the Department is now more even handed and balanced. The Performance Management Unit will continue this process.

Also refer to 5.2

7. BEST VALUE REVIEWS

- 7.1 Developing new relationships with carers/users has been partially achieved. Some BV reviews have had a good consultation dimension (e.g. Older People).

- 7.2 Voluntary organisations have been involved in the Best Value reviews.
- 7.3 A revised eligibility criteria for Children and Families will be introduced in April 2001.
- 7.4 The 'refocusing' of Children's services is beginning to impact and should result in more children in need being provided with direct services both within and outside the Social Services Department.
- 7.5 All Best Value and Departmental reviews contain very clear priorities and time scales. This was supported by Departmental and Divisional away days.
- 7.6 "Semi" brokerage system for Home Care was piloted during 2001. This will inform the debate about future arrangements for 2001.
- 7.7 The Performance Management Unit, Finance Section and Senior Managers will be systematically identifying unit cost methodologies and costs during the 2001/2002 financial year.
- 7.8 The procurement of the third party services and the better management of the interface between the SSD and the corporate centre are being reviewed as part of the 2001/2002 budget.
- 7.9 The EDT service will be Best Valued in 2003/2004 when it is reviewed as part of the Joint Arrangement with the County Council Social Services Department and Rutland County Council.
- 7.10 A Project Management approach has been adopted in the Department for all Reviews and training is being provided in the early part of 2001. Review work has been incorporated into the Best Value programme 2000/2005.
- 7.11 EPHs' occupancy has increased following discussions with Commissioners.
- 7.12 Further work is in progress to address staff sickness in EPHs. The forthcoming NSF on older people and strategies for intermediate care will also help shape the future of EPHs managed by the Department.

8. RESOURCE MANAGEMENT

- 8.1 The City Council has adopted a three year budget strategy starting in 2001/2002 with the annual process commencing in each summer of the previous year.
- 8.2 'Care First' implementation in July 2001 will allow review officers to investigate possible benefits in their process/outcomes/resource utilisation.

- 8.3** Further work is required on unit costings. This will be undertaken by the new Performance Management Unit in the summer of 2001. The Head of PMU and Acting Head of Finance are currently collaborating on evolving unit cost formulae for Home Care and subsequently other services in the Department.
- 8.4** A budget commitment system will be developed as part of the SSIS replacement specification. At present the Council's FMIS System provides financial monitoring information but this could be substantially improved by developing a link between two systems.
- 8.5** The procurement of third party services and the better management of the interface between the SSD and the corporate centre are being reviewed as part of the 2001/2002 budget.
- 8.6** Part of the SSIS replacement programme includes finance for additional IT equipment in order to improve the ratio of new PCs to staff throughout the Department.
- 8.7** A training programme for staff is included in the contract with the new supplier. Additional training as specified by the Project Board will augment this. These will be included in 2001/2002 Training Plan.

Also refer to 5.1

9. ACCESS, DUTY AND REVIEW

- 9.1** A new staff recruitment and retention strategy has been introduced within Access and Child Care Teams.
- 9.2** A telephone duty team has been established for Children's Access and helps to provide consistent response to all referrals and improve overall responses.
- 9.3** A new structure has been proposed for adult fieldwork, including replacement of current split between two Access and Specialist teams. Adult Eligibility Criteria and Practice Guidance have been reviewed with implementation in 2001. A new Assessment Framework for adults was implemented in December. The Common Assessment Framework provides for a single assessment process and has been developed in partnership with other agencies.
- 9.4** The service assessments/audits to be undertaken by the Performance Management Unit will help measure outcomes for service users/carers and improve service delivery.
- 9.5** A new revised Care Plan version has been implemented, linked to common assessment framework and to NSF (mental health).

- 9.6 Eligibility criteria for Adult services is still under full implementation date to be agreed in 2001/2002.
- 9.7 Following reviews of OT Services, new approaches are to be implemented from April 2001.
- 9.8 Replacement of SSIS in July will help better monitoring of Access and Hospital Teams for consistency and speed of service.
- 9.9 All staff in Adult Commissioning Division have been trained in the new assessment framework, leading the development of a new culture of service user empowerment, and an enhanced quality of service. Restructuring will further improve customer care.
- 9.10 The new assessment framework will be central to the integrated multi- disciplinary assessment under development between Hospital SW section and NHS colleagues.
- 9.11 Current review taking place of response times for assessments in hospitals.
- 9.12 The Adult Common Assessment Framework provides for a more coherent and transparent system for establishing and reviewing priorities in hospitals.
- 9.13 Care First' implementation in July will allow review officers to investigate possible gains in their process.
- 9.14 Protocols have been reviewed and amendments made on procedures for case transfers when families moved and when users are admitted into hospital. Further work deferred pending implementation of new structures for adult fieldwork.
- 9.15 The opening of the Fostering and Adoption Information Centre has increased enquiries by 100% during 2000.
- 9.16 The process of developing clearer cross agency protocols to improve transitional arrangements between Children and Adult services is continuing and will be finalised once HAZ is formally established.

Also refer to **1.9**
 1.11
 7.6

10. CHILDREN'S SERVICES AND QUALITY PROTECTS

- 10.1 The Service Plan for 2000/2001 contained specific objectives and performance targets/indicators providing a robust policy/performance framework for the Department.

- 10.2** The service assessments/audits to be undertaken by the Performance Management Unit will help measure outcomes for service users/carers and improve service delivery.
- 10.3** New advice and guidance has been issued to staff on foster placements.
- 10.4** Support for foster carers initiatives have been implemented (e.g. Missing Care Protocol, out of hours rota and accreditation scheme).
- 10.5** The Carers' grant introduced in 2000 has enabled the Department to continue to support the Barnardos Carefree Project. Further work will be developed under the auspices of the Carers' Act.
- 10.6** The Performance Management Unit, Finance Section and Senior Managers will be systematically identifying unit cost methodologies and costs during the 2001/2002 financial year including Children's Services.
- 10.7** The process of developing clearer cross agency protocols to improve transitional arrangements between Children and Adult services is continuing and will be finalised once HAZ is fully operational.
- 10.8** Partnerships with other agencies are ensuring that initiatives such as Sure Start and SRB are increasing our capacity to respond positively to Children in Need.
- 10.9** All Children and Family work is being refocused as part of Quality Protects. The number of children on the Child Protection Register has decreased.
- 10.10** A telephone duty team has been established for Children/Families and helps to provide consistent response to all referrals and improve overall responses.
- 10.11** A revised eligibility criteria for Children and Families will be introduced in April 2001.
- 10.12** A clear Staff Development programme has been developed (including PQ Training for Child Care Staff).
- 10.13** The carer's assessment in Children and Families is included in DoH Assessment Framework for 2001.
- 10.14** The specific needs of young carers is included in DoH Assessment Framework for 2001.
- 10.15** The 'refocusing' of all Children's services is gradually beginning to impact on all agencies and should result in more children in need being provided with direct services both within and outside the Social Services Department.

Also refer to

2.6	5.9
5.3	9.1
5.5	9.15
5.8	

11. PROMOTING INDEPENDENCE

- 11.1** Brookside and Intensive Community Independent Rehabilitation Scheme have been in place for 12 months. Supported living initiative under development in learning disability services.
- 11.2** The Home Care Service is monitoring the number of carers providing in-house packages of care and looking at the flexibility of responses.

12. HUMAN RESOURCES

- 12.1** The Department's Human Resources Strategy includes the introduction of Workforce Planning. The plan will bring together the Personnel and Staff Development functions to develop strategies aiming to ensure that the Department has a workforce with the skills required to meet objectives and targets.
- 12.2** The Performance Management Unit will contribute when established to a review of measuring workloads of staff in the Department.
- 12.3** Workload management systems are now in place in the Adult Commissioning review team. Now hospital care teams undertake first review if case not opened to any other team. All reviews will be in Community Care/Older Persons Divisions in May 2001.
- 12.4** Some staff recruitment and retention strategies have already taken place such as a recruitment 'open day' and a review of the car allowance scheme.
- 12.5** Improvements have already been introduced to the way in which training needs (from ERDS) are collected and prioritised by Divisional Staff Development Forums.

13. COMMITTEE & REPORTING PROCESS

- 13.1** The City Council has adopted a three year budget strategy starting in 2001/2002 with the annual process commencing in the summary of the previous year.

14. CORPORATE ISSUES

- 14.1** A corporate review of the role and position of ERDS with the Council's Performance Management Framework has commenced. This will mean ERDS identifying the needs of individuals as well as the extent to which individual performance is enabling us to meet council objectives and performance indicators/targets.
- 14.2** The authority produced its first Community Plan in December 2000 following extensive consultation.
- 14.3** Directors' Board are actively monitoring all activities/outcomes from the Joint Review and OFSTED reports.
- 14.4** All Best Value and Departmental reviews contain very clear priorities and time scales. This was supported by Departmental and Divisional Days.
- 14.5** The Departmental Plan for 2001/2002 has involved a closer link between priorities and budget provision. This realignment will help the Department to respond more effectively to changing patterns of demand and assist the Scrutiny Committee to monitor performance.
- 14.6** The procurement of third party services and the better management of the interface between the SSD and corporate centre is being reviewed as part of the 2001/2002 budget.