

Adult Social Care – 14 January 2016 Progress Report

1.0 Introduction

- 1.1 The area of Adult Social Care (ASC) was reviewed in 2013. This update report outlines:
- A management update regarding the interventions and change processes that have been undertaken throughout the Communities Portfolio and the Resources Portfolio;
 - Further actions that are planned
- 1.2 A number of improvement areas were identified as:
- Strategic Planning, Leadership and Direction
 - Financial Control and Responsibility
 - Partnership and Change Management
 - Management and Performance Management Information
 - General cultural issues

2.0 Strategic Planning, Leadership and Direction

- 2.1 The following actions have been undertaken to address improvements in relation to Strategic Planning, Leadership and Direction:
- The Communities Portfolio is now under new executive leadership;
 - ASC now has a new Senior Management structure to which a number of permanent appointments have been recently made after a period of interim arrangements;
 - The current Portfolio Leadership Team has undertaken a series of training sessions to build strategic planning and leadership skills to continue to strengthen the ASC service; and
 - The Better Care Fund (BCF) and its implementation have led to closer partnership working between Health Partners and Sheffield City Council (SCC), this will continue to have a considerable impact on the future strategic direction of ASC in Sheffield.
- 2.2 The following actions need to continue to be developed and implemented to ensure the continued improvement of ASC in Sheffield, a further update to the committee will be provided in six months:
- Further development of the Portfolio Plan which provides a bridge between the Corporate Plan and Operational Service Plans owned within the ASC service;

- Further development of the Portfolio Plan to extend into the medium term and strategically align with the direction of the BCF;
- Development of a Commissioning Strategy for ASC; and
- The ability of the Portfolio to link strategic and operational planning continues to improve, supported by the improvements which are underway in management and performance information.

3.0 Financial Control and Responsibility

3.1 The following actions have been undertaken to address improvements in relation to Financial Control and Responsibility:

- As reported in the last update PLT has delivered £13.1m savings in the current financial year against a target of £15.7m, depending on the weather conditions in winter it is possible that the portfolio could outturn close to budgeted levels;
- The PLT is involved in the Business Planning process and this is a standing item on the PLT agenda, this is supported by a Portfolio specific timetable which complements the Corporate Business Planning process, since the last update the Portfolio has achieved proposals to balance the 2016/17 budget subject to full council approval;
- The Interim Executive Director of Resources is kept regularly updated of relevant financial issues by both the Executive Director of Communities and the Interim Director of Business Strategy;
- A joint finance appointment has been made between SCC and the Clinical Commissioning group (CCG) to improve joint financial planning;
- Financial implications of changes are part of the options appraisal process for any proposed change to ASC service delivery;
- Savings proposals and the implementation of them are regularly reviewed by PLT;
- A data cube has been developed to interrogate financial information held in the main finance system;
- Risk reporting regarding the delivery of 16/17 savings proposals will begin in January, ahead of the corporate timetable to ensure that implementation plans are closely monitored and savings are achieved; and
- A monthly review of financial performance takes place between the Interim Director of Business Strategy, the Interim Assistant Director of Finance Business Partnering and relevant Directors within the Communities Portfolio. These reviews cover both financial performance in the current financial year and business planning issues as required.

3.2 The following actions need to continue to be developed and implemented to ensure the continued improvement of ASC in Sheffield:

- Further improvements to financial analysis, to include further improvements to the full understanding of cost drivers;

- Undertaking a zero based budgeting approach to Adult Social Care;
- Activity Based Costing to be used to assess the relative costs of SCC's internally provided services;
- Completion of the definition of the role of Finance Business Partnering (FBP) and the support offered to the Communities Portfolio;
- A full value for money assessment of the Portfolio;
- As part of the implementation of the new finance system a review of feeder systems and the chart of accounts to provide the required level of transparency to adequately control costs;
- Improved controls regarding invoicing and income control;
- Consideration to be given to implementing a system of commitment accounting;
- A re-design of the financial reports available;
- Improved reconciliation of cost information held in Care First to that held within the General Ledger;
- Development of a shared financial strategy / cost improvement plan for ASC and the wider BCF;
- Further integration of the FBP team with regard to the provision of financial information and advice; and
- A revised training offer regarding financial skills to upskill budget managers in the Communities Portfolio.

4.0 Partnership and Change Management

4.1 The following actions have been undertaken to address improvements in relation to Partnership and Change Management:

- As part of the BCF the Integrated Commissioning Programme (ICP) was set up between Health Partners and SCC to facilitate change management and better partnership working as part of the BCF. The ICP has now been up and running for nearly two years;
- The Section 75 agreement between the Council and the Clinical Commissioning Group (CCG) has been re-written, agreed and implemented to reflect the new ways of working within the BCF;
- An Executive Management Group (EMG) oversees and sets the direction of the work of the ICP. The membership of the EMG is drawn from senior leaders in the NHS and SCC;
- ASC within SCC has a specific programme of change which is overseen by both PLT and Heads of Service and strategically aligns with the ICP;
- Various other boards support the governance of this programme of change, for example the Learning Disabilities Commissioning Programme Board;
- A full review of the model of Self Directed Support and personalisation within SCC has been undertaken and implemented which has resulted in a programme of reviews and re-assessments to ensure that Service Users are having their eligible needs met.

4.2 The following actions need to continue to be developed and implemented to ensure the continued improvement of ASC in Sheffield, a further update to the committee will be provided in six months:

- In the last update it was reported that the partnership between Health Partners and SCC will continue to grow and develop and that there were still elements of service delivery in SCC which required more formalised agreements between SCC and Health (the Short Term Intervention Service (STIT) is an example of this). This context regarding this has now moved on as a result of the decision to re-commission active support and recovery activity across the Health and Social Care sector. This re-commissioning will result in new ways of structuring service delivery across the city so the need for specific agreements between SCC and Health is no longer relevant. In the interim the New Head of Service with responsibility for STIT has a number of improved management information reports to better manage service demand and flow from the Health sector into Social Care;
- The partnership arrangements of the BCF will continue to grow and develop and the impact of them on ASC within SCC will need to be kept under continual review;
- Effective change management will continue to improve in line with general improvements in the culture of ASC in SCC; and
- The programme of change for ASC is being further re-designed to expand to a full Portfolio Programme of change whilst still maintaining strong strategic alignment with the ICP.

5.0 Management and Performance Information

5.1 The following actions have been undertaken to address improvements in relation to Management and Performance Information:

- The Performance Management Framework has been fully reviewed, re-designed and re-implemented;
- Performance management is reviewed and addressed on a regular basis by both PLT and management teams in ASC;
- The management requirements of the Care-First system (ASC Case management System) have been defined;
- A business intelligence platform has been developed to provide effective information regarding the performance and management information relevant to ASC;
- Management Information Dashboards are now in the process of being rolled out to managers along with an accompanying training programme, this will allow Managers to drill down to individual levels of productivity and performance;
- The first phase of the Managing Employee Reductions (MER) process has been completed in Business Strategy, new permanent appointments to Management positions are in the process of being made; and

- There is also a wider review of Business Intelligence underway to join up financial and management performance. This is conducting in-depth service by service reviews.

5.2 The following actions need to continue to be developed and implemented to ensure the continued improvement of ASC in Sheffield:

- The MER phase 2 process is underway in the Business Strategy Service, this includes changes to performance management arrangements in order to deliver clear accountability of the design, review and implementation of effective performance reporting management arrangements;
- The MER also includes changes to Business Intelligence arrangements in order to deliver clear accountability of the design, review and implementation of effective management information arrangements; and
- The Business Intelligence platform and its associated reporting regime (including an early warning system) will continue to be developed to identify, inform and provide strategic and operational change requirements.

6.0 General Cultural Issues

6.1 The following actions have been undertaken to address improvements in relation to General Cultural Issues:

- Significant work has been undertaken to understand and change the culture in relation to ASC over the past two years. The Executive Director holds regular feedback sessions with Staff in ASC to understand their views and issues that may impact upon effective service delivery;
- There has been a clear message from the Executive Director of Communities that there are no 'no-go' areas particularly with regard to business planning;
- There has been work undertaken to look at individual roles and responsibilities to address the previous culture of decision making by committee. This will be an on-going process given the length of time this culture has been existence;
- A set of ways of working have been developed between the PLT and the Wider Senior Management Team to set out how the Portfolio will operate in the future;
- Staff Morale scores are considered at PLTs, SMTs and with Union representatives along with actions to address resulting issues;
- There have been a series of workshops between the PLT and the Wider Senior Management team which have addressed cultural issues and actions to be taken to improve the culture and morale throughout the Portfolio;
- A structured communications strategy from the PLT downwards is in development in conjunction with HR Business Partnering; and
- Sickness continues to be addressed across the Portfolio by way of workshops with Managers with the support of HR Business Partnering.

6.2 By its nature cultural change is an on-going process. The following actions need to continue to be developed and implemented to ensure the continued improvement of ASC in Sheffield:

- Continued development and implementation of the agreed ways of working of the Communities Portfolio;
- Continued development of Finance Business Partnering team;
- Continued action against sickness levels in the Portfolio;
- Continued action plans to address Staff Morale survey scores;
- Continued implementation of the ASC Change Programme and the ICP; and
- Continued development of the Culture and Communications work-stream in the ASC Change Programme.

7.0 Recommendations

7.1 That Members consider whether they are sufficiently apprised of management action in relation to ASC to accept this as the final progress report and to pick up outstanding actions in relation to financial control separately. Any further audit issues will be addressed on a specific basis as part of the high opinion report process.

7.2 That Members note the improvement work that has been undertaken to date with regard to ASC.