

DECISION-MAKER:	HEALTH OVERVIEW AND SCRUTINY PANEL		
SUBJECT:	SOUTHAMPTON CITY COUNCIL SOCIAL CARE: ANNUAL PLANS AND PRIORITIES 2013/14		
DATE OF DECISION:	23 MAY 2013		
REPORT OF:	DIRECTOR OF PEOPLE		
<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY

None

BRIEF SUMMARY

This report headlines key developments since the decision was taken to form the People Directorate. It also describes the emerging direction of travel for the services being transformed through this initiative. It sets out what our approach to initial cost savings, through better and more joined up commissioning and contact with our customers and focuses on the issues that relate to the quality of professional support we deliver to ensure social care services for children, families and adults who need our help provide the right help at the right time.

RECOMMENDATION:

- (i) That the Panel notes the report.

REASON FOR REPORT RECOMMENDATIONS

1. This briefing report has been prepared in response to a request for an update on this development at the Panel's meeting on 23 May 2013.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. None.

DETAIL (Including consultation carried out)

3. The Council recognised in 2012 that the formation of a People Directorate had the potential to deliver improved outcomes and services whilst also reducing costs. Price Waterhouse Cooper (PWC) were commissioned in November 2012 to develop specific proposals for the establishment of a People Directorate. This initial review was followed up by a more detailed phase of review activity over the first three months of 2013, developing proposals in relation to seven discreet but linked workstreams relating to the main functions to be carried out in the new directorate alongside the appointment process for the Director of People. Initial work on the seven workstreams facilitated by PWC was completed in early April 2013. Over the last month officers have been further developing the full business cases and implementation plans so that the business cases for different functions work across functions and processes.
4. Alison Elliott joined the council on the 8 April 2013 as Director of People and has taken responsibility for leading this transformation of the council's people focussed services to deliver the better outcomes and customer services at reduced cost identified in the original vision.
5. The review work that has underpinned the Council's preparation for the creation of a People Directorate has focussed on seven Workstreams. The workstreams were developed from a longer list of 16 priority areas for improvement identified by the council. Each has been developed in relation to initial outline business cases, supported by high level implementation plans. The use of external consultancy helped provide a more ambitious sense of what might be possible based upon successful practice elsewhere which helped to establish momentum and ambition into the transformation programme covering the following areas of activity:
 - Adult social care services,
 - Children's services,
 - Housing services,
 - Integrated Commissioning,
 - Customer Services,
 - Supporting the Front Line, and
 - Organisational Design.
6. The development of the seven Workstreams above has made it clear that the areas which offer the greatest scope for improving or maintaining service levels at reduced cost are improving the way we commission services, making how we interface with customers at the 'front door' more effective, flexible and customer centred, particularly in relation to the use of IT.
7. An Implementation Board and Project Teams have been established and the principal work for the remainder of the 2013/14 will be the preparation of the final business cases and implementation plans. These will define how the services will be transformed and it is anticipated that the target operating models will be in place by April 2014. Whilst any 'quick wins' will be

implemented it is not anticipated that significant levels of savings will start to be deliverable until the summer of 2014; the key savings prize for the council will be services that successfully reduce demand for chronic and ongoing dependence upon intensive social care support. As we succeed in achieving this through a remodelled service, some areas of spend will reduce automatically, but overall remodelled services that reduce demand will deliver savings that are safe and sustainable.

8. In addition to the work being delivered as part of the transformation project the other main priorities for the People Directorate identified so far include:
- Improving school performance in relation to the attainment of our children, with a particular emphasis on attendance and exclusions.
 - Improving the quality of children's social care, with a focus upon fewer children and young people becoming looked after.
 - Improving our safeguarding across Adults and Children's Services in response to Working Together 2013 and impending legislative changes in Adult social care.
 - Reducing some of the significant health inequalities that exist within the City and between our people and people in other parts of the country.
 - Taking full advantage of our housing stock to best meet the City's housing needs through a range of options.
 - Modernising the way that our workforce works and engages with the public mainly through better use of technology.
 - Implementing efficient business processes and ensuring all staff model and follow them.
 - Improving customer service and developing a "once and done" culture.
 - Implementing a performance management culture across all services built upon quality.
 - Fully capitalising upon the strength of the good partnership working arrangements we already have in place in the City, building upon the energy and innovation this already generates.

In addition there are significant opportunities to improve consistency and remove duplication by pulling together support services across the Directorate, utilising the expertise across the Directorate, mapping the support currently being provided into families across the Directorate and Health and redesigning services to maximise the value we get from these assets and resources.

9. Adult Social Care continues to place a high demand upon resources and will become increasingly challenging. Issues such as a long term trend in increased demand for services to older people arising from demographic changes, and the capacity of the service to meet this demand, combined with pressures in relation to the rising cost of both in-house and commissioned services make adult social care a challenge for Southampton. The drive to implement the personalisation agenda poses challenges for in-house services. The way in which we commission our services will need to develop alongside this and there will be a need for cultural changes in our

practice.

10. For Southampton to deliver high quality services to an increasing population of frail and elderly people that supports them in to be as independent as possible we will need to move our focus onto developing preventative options that draw on the resilience already in the community. This will help us to manage demand and support communities to self-care. The integration of Public Health will help us to target the behavioural change we need to achieve to maximise individuals and communities ability to stay independent and healthy for longer.
11. Southampton will need to ensure it has more effective commissioning and procurement. This will help us to create, shape and develop the market in relation to the increasingly varied needs of our diverse communities to ensure the emergence of sustainable, creative and personalised options for individuals and communities that take full advantage of the creativity and energy of the voluntary sector and our private sector providers.
12. Southampton is well placed to commission integrated services across health and social care and this will need to remain a focus to ensure outcomes for individuals are improved across the whole system whilst maximising whole system resources.
13. The transformation work will redesign Adult Social Care, placing a greater emphasis on prevention and demand management through an effective screening process and an expanded reablement service. There will be greater emphasis on risk based reviews and a focus on Safeguarding. The development of the Integrated Commissioning Unit, with the Clinical Commissioning Group (CCG) will create capacity to manage and monitor provider performance leaving Adult Social Care to focus on individual risk.
14. Children's Safeguarding has made improvements since the last Ofsted Inspection in 2012 but significant challenges remain in a number of areas. There remain issues with the quality and consistency of practice and progress on this has been hampered by the difficulty the service has had in recruiting and retaining experienced, highly performing staff. The numbers of children looked after, children in need and children on child protection plans are much higher than in comparable areas and the service needs to improve to address this to ensure better outcomes for children and address unsustainable cost pressures.
15. The focus has been on addressing these challenges and there has been sustained corporate and Member support to ensure that the service improves.

However, in order to achieve sustainable improvement and better outcomes for children and young people there is a need to transform the service. The redesign of the service will result in a greater focus on early intervention and prevention focusing on early help and down sizing safeguarding. This will involve restructuring and more significantly a cultural change in relation to

the shared purpose of preventative work and early intervention to improve families' capacity to meet all their needs.

To achieve the change required in Children's and Adults social care our partnerships will be a crucial strength. Partners in health, education and police are committed to working with us over the redesign of our services and we will be working closely with them to ensure that we benefit collectively from our success.

RESOURCE IMPLICATIONS

Capital/Revenue

16. The resources to support the transformation of services in the People Directorate will be provided from existing budgets including the council's transformation fund.

Property/Other

17. . No implications at this stage

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

18. The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000

Other Legal Implications:

19. None

POLICY FRAMEWORK IMPLICATIONS

20. These will be defined as the work progresses.

KEY DECISION? No

WARDS/COMMUNITIES AFFECTED:	None directly as a result of this report
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SUPPORTING DOCUMENTATION
Appendices

1.	None
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Documents In Members' Rooms

1.	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out?	No
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Other Background Documents

Equality Impact Assessment and Other Background documents available for inspection at:

Title of Background Paper(s)

Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)

1.	None	
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