

ITEM NO: 6 Appendix 2

Action Plan for Health and Care charging policy for non-residential care services as at 12th September 2008

Ref	Recommendation	Priority	Planned Actions	Lead officer	Target date	Progress to date at 12 th September 2008.
Charging and billing issues:						
1.	<p>The Council should give consideration to simplifying its charging policy by means of removing the formula element of the charge.</p> <p>The Council should assess the implications of reducing or removing the limiting charging factor of 75%. However, this could support the Council in targeting expenditure more effectively and bring the Council's charging regime into line with other authorities.</p> <p>Going forward, the Council should ensure that new policy arrangements are identified, sponsored, timetabled and developed by accountable and named individuals.</p>	High	<p>Policies of other local authorities (nationally) will be reviewed, including those used by in Control sites.</p> <p>Requirements of Fair Charging Policy and Fair Access to Care guidance will be reviewed.</p> <p>The impact of reducing the 75% limiting factor on income achievement will be scoped.</p> <p>Any impact on residential income will be clarified.</p> <p>An options appraisal of polices used elsewhere will be undertaken.</p> <p>From the above, recommendations will be made to Cabinet (28th July 2008) for SCC charging policy.</p>	Jane Brentor (supported by Mike Smith)	28 th July 2008	All actions complete

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2.	<p>Relevant and appropriate consultation is undertaken with users within an agreed timetable and that the results are reported to Members within a specified period.</p> <p>Subject to Member approval, any new policy should be comprehensively documented in order to provide operational guidance to staff and to map relevant financial, administrative and care processes.</p> <p>Subject to any revised policy the Council should also ensure that it can demonstrate appropriate reporting arrangements and linkages with relevant Use of Resources criteria namely:</p> <ul style="list-style-type: none"> • Project appraisals, business plans and affordability tests are identified for new policy developments (KLoE 2.1); • Members are aware of risk management issues arising from the Council's business processes, that includes policy making and review (KLoE 4.1); and 	High	<p>Consultation will take place over a period of 6 weeks with key stakeholders:</p> <ul style="list-style-type: none"> • at least 20% current users via public meetings and questionnaires; • Advocacy groups; • Finance team; • PARIS team; • Agresso team; • Strategic Development team; • COMT. 	Jane Brentor (with support from Rosey Wood, Chris Hawker, Andrew Armour and Eric Smith)	1st September 2008	Consultation is complete with all stakeholders in action plan although it was agreed that a 20% sample was not appropriate due to the concurrent timing of billing statements to the same customer group.
			<p>This will also include consultation on affordability, impact on business plans and identification of any interdependencies with other key projects in the Directorate and corporately.</p>			Complete
			<p>Impact on care processes will be mapped and information will be required from:</p> <ul style="list-style-type: none"> • Care managers; • FAB officers; • Payments team. 			Complete
			<p>Guidance documentation will be produced for each of the above</p>			In project plan for completion by Dec 08 following policy
	<ul style="list-style-type: none"> • The Council can evaluate the 					

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	impact of social costs and benefits, and takes account of these when making decisions (KLoE 5.2).		practitioners.			decision at Cabinet on 29 th Sept
Performance indicators will be developed for practice from each of the above teams.						
Reporting programme and timings of reports to Head of Service for Health and Community Care and Finance team will be established.						
Risk log will be maintained by project manager and managed by project board and taken into account for final report to Cabinet			Complete			
Assessment of social impact of implementation of new charging policy will be undertaken by project manager in conjunction with Health and Community Care's policy team. This will be used to inform final report to Cabinet (1 st September 2008).			Complete			
3.	The Council should address the following issues as a matter of urgency: <ul style="list-style-type: none"> There are a significant number of people who have not been financially assessed under the 	High	All users of non residential social care supported financially by SCC will be financially assessed by the FAB team.	Jane Brentor (with support from Bill Beckerleg, Mike Smith, Rob	30 th September 2008	Programme in place to complete this by 30 th September
			The impact of uncollected income			Complete

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	<p>current policy.</p> <ul style="list-style-type: none"> The Council has not been receiving income contributions due to the backlog of financial assessments, No assessment has been made of the loss of income arising to the Council. Carers and recipients of services have made on on-account payments. Manual income (e.g. cash, Post Office payments and CMS payments) that has been received is not currently being promptly matched against care packages or invoices. There is no automated process by which such clients' payments can be matched accurately against their account. 		will be scoped and decisions made about the ability to collect income within legal boundaries.	Aldridge)		
		All income incorrectly identified on the Agresso system will be removed and the impact of this on financial forecasting will be assessed.			Complete	
		All income forecast but which cannot feasibly be collected will be scoped and a 'write off' exercise will take place.			Complete	
		All other income will be scoped and a forecast will be made on feasibility of collection.			Complete	
		Payments made 'on account' prior to the correction of social care bills will be identified and a scoping exercise will be completed to enable clarification of the degree to which this is accurately aligned with customers' accounts.			Action identified in project plan	
		Consideration of a system to automatically allocate such payments will be given as part of this project taking into account			Complete	

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			other Council receipts and collection methods (e.g. rent collection).			
4.	<p>The invoices that were sent out during 2007, as well as in early 2008 following manual input of chargeable information have still been presenting with unexplained adjustments. This situation must be addressed and a timetable established by the Council to ensure that this matter is not repeated for the 2008/09 year end.</p> <p>Going forward, the Council should identify, specify, evaluate, procure and implement a charging and billing module for the 2009/10 financial year. Such a module should clearly be assessed as 'fit for purpose' and meet the needs of the Council's existing information and financial systems, as well as linked to the timetable for amendments to the charging policy, as appropriate.</p> <p>Full use should be made of the Council's existing In4tek user network, to share knowledge and experience. We would suggest</p>	High	<p>All bills will be reviewed for accuracy and corrections made.</p> <p>Where necessary new bills will be created with explanations to customers.</p> <p>The impact of the learning from this exercise will be applied to the current financial year by holding a 'learning workshop' with all relevant practitioners involved in PARIS input, financial assessment input, a billing production and income collection. This will be clearly recorded and criteria will be developed from this exercise to inform the requirements of the new policy.</p> <p>When options for a new charging policy are devised these will be tested against the learning from</p>	Jane Brentor (with support from Andrew Armour, Bill Beckerleg, Rosey Wood)	30 th September 2008	<p>Accuracy reviews complete but still outstanding collection issues</p> <p>Statements and explanations have been provided but have caused new queries</p> <p>Learning workshop held.</p> <p>Complete subject to further external consultation</p>

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	that the Council identify key issues and propose a work programme to the user network to ensure that requirements, problems and concerns are systematically raised with and addressed by the supplier, as well as discuss operational approaches and potential solutions with other authorities' officers.		the above exercise.			
			The criteria will be shared at the In4tec network meetings and the impact on the contract with In4tec will be assessed.			Complete
Project and programme management issues:						
5.	The Council should ensure that for complex decisions and policy initiatives there are clear arrangements at both directorate and corporate levels to monitor work plans by chief officers and/or cabinet members as a result of decisions made.	High	The current action sheet for Full Council/Cabinet will be enhanced, it will become a rolling programme and will include designation of the relevant lead Cabinet Member, the relevant lead Executive Director, the relevant lead officer and will identify specific actions and the timeframe within which those actions are to be discharged.	Chief Officers' Management Team	1 st July 2008	Complete and ongoing
			Similar action sheets for COMT/Cabinet will be developed and always included within the standard agenda for Cabinet Member Briefings and agendas of COMT and Policy Co-ordinators' Team.			Complete and ongoing

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			Further development of the action sheets already in place for Scrutiny will be considered by Overview and Scrutiny Management Committee.			To be introduced from 09/10/08 OSMC
			Minutes arising from COMT and Policy Co-ordinators' Team will be revised to follow a similar process, i.e. action point based as compared to minute based.			Complete and ongoing
			The job descriptions for COMT members will be reviewed to ensure that the appropriate corporate requirements of the role, particularly for the Executive Directors are made clear and stressed.			In progress - being reviewed and amended where necessary
			A workshop will be organised for COMT and Policy Co-ordinators' Team around issues of "corporateness".			Solicitor to the Council scheduling to fit diary commitments
			The guidance note for Cabinet Member Briefings will be revised and refreshed and a template will be developed for action points to be promulgated along with agreement as to whom that action sheet is circulated to and at what			Complete

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			stage and how that is monitored.			
6.	<p>The Council should ensure that its overall project and programme management arrangements are able to demonstrate;</p> <ul style="list-style-type: none"> • The scope of the programme and the required outcomes. • Appropriate level of sponsorship and commitment to the programme and/or project(s), i.e. a key person in authority is able to resolve issues. • Arrangements for managing risks and ability to manage change in requirements. • Appropriate linkages and communications between the programme and/or project(s) and stakeholders, including of ownership of issues. 	High	The Council's Project Management framework will be rigorously applied to all key programmes and projects.	Chief Officers' Management Team	With immediate effect	In place
7.	Prior to moving to individual budgets the Council must ensure that the current billing arrangements are stabilised, clear reporting lines and better communication between parties are established and that adequate project management	High	A risk assessment of the current billing processes will be undertaken by the teams using the current systems and recommendation made to the two relevant Directors (Communities, Health and Care and the Resources Directorate)	Jane Brentor (with support from Bill Beckerleg, Andrew Armour and Rosey Wood)	30 th June 2008	In place

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	<p>arrangements are established.</p> <p>This will require a full time role from either a suitably experienced internal or external person, capable of managing a multi-disciplinary team with authority to work across directorates.</p>		<p>These two Directors will establish the feasibility of implementing individual budgets at each stage of the incremental implementation of that project in relation to the current billing system.</p>			In place
			<p>The impact of individual budgets will be a key factor in the options appraisal and eventual recommendation of a new charging policy</p>			Included
			<p>A project manager with appropriate experience and capability or ability to gain understanding of each of the disciplines will be appointed to monitor the project plan and each relevant manager will agree to the authority of that project manager. Should disagreement occur this will be managed via the line management of the individual manager and eventually via COMT if necessary.</p>			In place
8.	<p>We suggest that the Council:</p> <ul style="list-style-type: none"> • Considers developing a specialist project management 	High	<p>The effectiveness and consistency of the application of the Council's Project Management Framework will be kept under review by</p>	Chief Officers' Management Team	Ongoing	Ongoing

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	<p>team with experience acquired externally to the Council, capable of reporting directly to chief officers and working across directorates</p> <ul style="list-style-type: none"> Provide those in management positions with relevant training in order to identify the benefits of project and programme management disciplines and support future initiatives, as appropriate. All projects should be periodically reported upon as part of a formal programme update so that Members and chief officers are aware of both progress and the inter-relationship that may exist between projects. Consideration should be given to including an assessment of the Council's project management arrangements by Internal Audit. 		<p>COMT and further consideration will be given to the development of a team of project managers if appropriate.</p>			
			<p>The Corporate Training Programme and Management Academy Programme already provide for relevant training, Executive Directors will be responsible for ensuring this training is attended by the relevant managers.</p>			In place
			<p>A formal programme update process is in place through Directorate Capital Programme/ Major Project Boards, Policy Coordinators, COMT, Cabinet Member briefings and to ensure projects are appropriately and periodically reported upon. The effectiveness of these reporting mechanisms will be kept under review.</p>			In place
			<p>The Internal Audit plan for 2008/09 makes sound provision for review of programme and project management approaches across the Council.</p>			In place

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