



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Corporate Services

Directorate: Housing and Adult Social Services

Service Plan Holder: Graham Terry

Workplans:

Complaints and Information

Corporate Support

Customer Advice

Face to Face (Mediation)

Finance

Human Resources

IT

Management Information

Planning and Commissioning

Supporting People

Training

Director: Bill Hodson

Signed off

Date:

EMAP : Social Service; Housing

Signed off

Date:

Section 1: The service

Service description

Corporate Services' prime customers are internal to the directorate i.e. other divisions. However, there are external customers in relation to some of the functions such as complaints, mediation, customer advice:

Functions

Description	Statistics
Finance services provide advice to the Executive Members, Management Team and all teams across Housing and Adult Social Services on accounting and financial matters. This work includes preparation of revenue and capital estimates, regular monitoring reports of income and expenditure in key areas, preparation of final accounts, completion of financial returns and grant claims. The team also covers payments to private sector providers, financial assessments, billing of social services customers and welfare benefits advice.	Financial assessment for 2750 residential customers and 1200 homecare customers. Support for the management of budgets with a turnover of approx £190M
The Customer Advice Centre at the hospital and in George Hudson Street provides a single gateway to all Housing and Adult Social Services. The Emergency Duty Team (joint with NYCC) act as out of hours access point for emergencies and give advice on how to gain access during office hours where there is no need for immediate action.	Around 50,000 enquiries handled each year.
The Planning and Commissioning team ensure the effective planning and commissioning of quality, value for money services for customers of adult social care. It also supports policy development in response to local or government priorities	Management and administration of around 150 health and social care contracts , to the value of approximately £8m
The Supporting People team ensure the effective planning and commissioning of quality, value for money supported housing services across health, social care and probation for the city.	Administer a grant of over £8M funding 210 services secured within 189 contracts, providing support for 4500 customers through 45 different organisations
Management information assemble and collate information on needs and activity, delivering government statistical returns, and regular performance monitoring	Over 250 service PI's collated and reported on monthly and quarterly basis. Statutory returns made twice yearly in social care
IT services develop and maintaining information technology systems, to record and support social care and housing activity electronically	500 IT users, and 15 major databases supported (12 social care, 3 housing) Largest database holds 250k records; 20 emails, 25-30 telephone support requests received per day.
Human resources provide administration and professional HR advice to managers within Housing and Adult Social Services as well as contributing to corporate initiatives.	FTE equivalent staff supported in department is 1,075 Annual recruitment around 350 HR staffing issues requiring formal action with in year (ie disciplinary, grievance, regrading, probation, sickness) around 131. Miscellaneous one off requests for specific HR advice = 100+ Daily enquiries handled by team 100+
Training team organise through direct provision or commissioned training NVQ, post qualification and other training primarily for social care	The training team supported around 60 staff a year to achieve NVQ and commissioned/administered 200 training courses
Complaints and information team ensures the department meets its statutory and corporate responsibilities.	Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP 50 Councilor and 50 Freedom of information enquiries a year. It co-ordinates the production of leaflets and web based information for the department.
The mediation service offers a range of mediation support to tenants, work place and offenders / victims. It also offers the service to Selby District Council	Range of work each year includes 100 referrals neighbour dispute of which 50 became cases,

	40 anti social behaviour cases & 60 workshops, Homelessness 50 cases,
Corporate Support Service provides full administrative support and deals daily with building maintenance, security and practical health and safety issues for staff in the George Hudson Street complex. Also the Blue Badge disabled parking scheme	2800 new or reissued blue badges pa 81,000 items of outgoing post p.a. Secretarial service to Director and 4 Heads of Service

Service objectives

The role of Corporate Services is threefold.

- It supports and enables other divisions and their staff in Housing and Adult Social Services (HASS) to achieve the council's and department's strategic and business objectives for adult social care and housing.
- It takes a leadership role on behalf of HASS in relation to Council wide policies and ensuring that the department has consistent approach to departmental issues across the department.
- In some areas it delivers services directly to residents of York.

It aims to achieve these by

- providing an easy, equitable access for residents to the services provided by HASS.
- reducing the demand for services provided by HASS by providing good information, advice and signposting to alternative appropriate services
- planning commissioning and contracting services that are needs led, outcome focussed, provide quality and are value for money.
- ensuring that people who require support to maintain or access housing receive effective services.
- helping people who are in dispute (neighbour, education, young people) resolve their differences.
- ensuring that complaints and information enquiries in the department are handled swiftly, effectively and within statutory guidance
- providing support services (HR, Finance, training, IT, Management Information, general admin/ secretarial) to other parts of the department in the most efficient, effective and timely manner.
- contributing to the delivery of corporate initiatives related to specific functions
- ensuring that the department complies with corporate and statutory guidance/regulation in relation to their functional areas.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <p>Electronic recording and delivery of information</p> <p>Adult Social Care White Paper</p> <p>Supporting People funding arrangements</p>	<ul style="list-style-type: none"> • Systems to deliver Single Assessment Process (SAP) with PCT/Hospital. • Introduction of Electronic Social Care Records (ESCR) Impact will be delivery of IT systems, training on systems and supporting business process re-engineering • Development of information governance arrangements • Significant changes to long-term delivery of adult social care across all customer groups, and to commissioning and contracting arrangements • Likely reduction in grant • Reconfiguring commissioned services • Managing closure or change of services as well as introducing new services 	<p>Department of Health guidance on ESCR and SAP</p> <p>Our health our care our say 2006</p> <p>DCLG consultation on Supporting people funding and strategy</p>
<p>Corporate drivers</p> <p>Administration and Accommodation review</p> <p>HR Strategy</p> <p>IT Strategy</p> <p>Health improvement and the Local Area Agreement</p>	<ul style="list-style-type: none"> • Specifying requirements, planning changes for new office accommodation • Reprovision of day services from Huntington Rd site in line with capital programme and plan • Job Evaluation • Management Competencies • Absence Management • E- Government, Corporate DMS, Easy@York • Partnership work to improve the health and well being of 	<p>Asset management plan</p> <p>Corporate Priorities, and Delivery and Innovation Plans</p>

	people in York, particularly those whose levels of leath are poorest	
Directorate drivers <ul style="list-style-type: none"> • Long term business change • Independence Choice and control • Preventative Strategy • Quality and excellence • Customer participation 	<ul style="list-style-type: none"> • Implementation plans and commissioning and procurement activity. Commissioning strategies for older people and learning disability. Involvement of PCT, Older People, providers and Voluntary sector • Replacement of Social Care system • Workforce development • Implementation and commissioning and procurement activity. • Modernising Day Services • In Control project will change way that services are commissioned and funded • Development of prevention strategy and change programme. • Commissioning and decommissioning of services • Housing Support through Supporting People • Programme and project delivery • A&I, Charging Unit, Finance improvements • Developing outcome based approach to contracts and services • Involvement of customers in planning and commissioning services 	Draft Strategy Draft Strategy
Service drivers To consider the future role and most appropriate location for the mediation service Supporting People programme	<ul style="list-style-type: none"> • Sustainability, funding arrangements, governance • Strategy refresh, developing the market and 	SP Strategy

<p>Review of Advice and Information</p> <p>Complaints response times improved</p> <p>Charging unit process improvement</p>	<p>preparing for market testing</p> <ul style="list-style-type: none"> • Ensuring best use of available resources • Staffing and rotas, performance and quality, impact of change in processes and systems • Procedures and training for business areas • New IT system, training and staffing 	<p>Complaints performance information</p>
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Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Replacement of Social Care recording system	<ul style="list-style-type: none"> • Critical to adult social care business • High risk re continued support of existing system • Several key government targets dependent on introduction of new system
Improved partnership with internal and external stakeholders	<ul style="list-style-type: none"> • Success of many aspects of Corporate Services is dependent of excellent working relationships with other divisions of department • LAA and corporate priorities
Supporting People programme	<ul style="list-style-type: none"> • Significant contribution (£8M+) to supporting vulnerable residents of York • Need to move from historical configuration of services to modernised strategy lead commissioned programme • Expected reduction in level of Government grant over next 10 years • Contribution to Corporate priorities
White paper implementation and modernization of services	<ul style="list-style-type: none"> • Cost of increasing demand if we do not change services – delivery of improved efficiency • Delivery of customer focused services • Government objectives and performance measures
Workforce development	<ul style="list-style-type: none"> • Staff are key to delivery of effective and efficient services. • Modernisation and change, together with the demographic pressures

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve focus on needs of customers and residents in designing and providing services	<p>Involvement of customers in the development and implementation of Older People's Commissioning Strategy and PLD Commissioning Strategy.</p> <p>Development of Customer Information Strategy</p>
Improve leadership at all levels to provide clear consistent direction to the organization	<p>Development and implementation of management competencies framework.</p> <p>Support for change management and project management within the directorate.</p>
Improve the way the Council and its partners work together to deliver better services for the people who live in York	<p>Develop and support IT and links and information sharing with partner organizations, in line with Caldicott principles</p> <p>Develop and work within a joint Commissioning Framework with Primary Care Trust.</p> <p>Support and develop partnership work through SP Programme, including links to LSP.</p> <p>Financial support and advice on integrated management arrangements.</p>

Improve efficiency and reduce waste to free up more resources	Financial advice and support to business areas. Commissioning and procurement activity in social care and SP to ensure best value services. Implementation of new Social Care IT system and links to associated IT systems to support more efficient business processes. Involvement in FMS replacement project
Reduce the actual and perceived impact of violent and aggressive nuisance behaviour on people in York	SP Programme to refresh strategy to take account of Respect agenda Current priorities for new SP housing support services include drug users, Mentally Disordered Offenders, and Complex Needs. Current Housing Support services can contribute to improving life chances and outcomes for vulnerable people
Improve the life chances of the most disadvantaged and disaffected children and young people and families	SP programme funds housing related support for young people. Review programme will ensure best use is made of the funding available and a joint approach with Children's Trust is to be developed to commissioning these services.
Improve the quality and availability of decent affordable homes in the city	Development of the commissioning plans for the Commissioning strategy for older people will include work on increasing options for older people's housing choices. Creation and maintenance of financial model for 30 year HRA business plan IT and MI support for delivery of Decent Homes.
Increase people's skills and knowledge to improve future employment prospects	Organization and delivery of training and skill development Workforce development strategy.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	Commissioning activity to support independence and choice for vulnerable customers Welfare Benefits check for social services customers to increase their income and combat dependency

Links to other plans

List the higher level plans and strategies that your service area supports (i.e. a partnership strategy)

- Supporting People Strategy
- Older Peoples Partnership Board Strategy (Never Too Old)
- Long Term Commissioning Strategy for Older People
- Older People's Housing Strategy
- Valuing People
- Commissioning Strategy for People with Learning Difficulties
- LAA
- Corporate and Department IT Strategies

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Customer First performance maintained • Outcome focused monitoring of SP services • Increased number of complaints and ombudsman enquiries dealt with within time • Improved satisfaction with A&I service • More choice and control for customers in the delivery of their services • 	Measure	Current (Q3 06/07)	2007/08 Target	2008/09 Target	2009/10 Target	<p><i>Involvement of older people in development of Commissioning Plans (August 2007)</i></p> <p><i>Option appraisal for development of Centre for Independent Living</i></p> <p><i>Review of commissioning arrangements in line with individualized budgets and in control project</i></p> <p><i>New finance systems to support individual budgets</i></p> <p><i>Refresh of SP Strategy(2007/8)</i></p> <p><i>Develop and use SP user involvement group (2007/8)</i></p> <p><i>Ongoing SP Service Review Programme and development of outcome monitoring of services</i></p> <p><i>Commission new patient involvement service(by April 2008)</i></p> <p><i>Protocols between A&I and business in place re referrals</i></p> <p><i>A&I improvement plan in place (2007/8)</i></p> <p><i>Develop customer information strategy and implementation plan (2007/8)</i></p>
	CG4 % of visitors seen by an officer within 10 minutes	90%	To be set	To be set	To be set	
	CG5: % of visitors referred to the correct officer within a further 10 minutes	90%	To be set	To be set	To be set	
	(All) % of external calls answered in 20 seconds or less	96%	To be set	To be set	To be set	
	(All) % of external emails and correspondence answered within 10 working days	95%	To be set	To be set	To be set	
	(Complaints) Number of customer complaints dealt with within time	50%	To be set	To be set	To be set	
	(Complaints) Number of Ombudsman enquiries dealt with on time	N/A	To be set	To be set	To be set	
	(SP) KPI 1 Service users who are supported to establish and maintain independent living (average for customer groups)	98%	To be set	To be set	To be set	
	(SP) KPI 2 Service users who have moved on in a planned way from temporary living arrangements (average for customer groups)	67.5%	To be set	To be set	To be set	

							Produce new procedures for handling complaints
							Training for business areas in handling complaints

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • New social care systems including Single Assessment Process requirements (SAP) procured and embedded in department meeting ESCR standards and delivering identified business benefits. • Department spends within its budget each financial year • Charging process improved • SP procurement meets EU and Council regulations by 2010 • Department ready for move to new accommodation by 2010 • Efficient and effective initial referral processes • Personal information appropriately protected 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<p><i>Phase 1 go –live of new IT system by 30/6/07- data cleansing and migration, Testing and Training, report development and system support</i></p> <p><i>Phase 2 (2008/9).</i></p> <p><i>Blue Badge business processes changed to meet new legislation</i></p> <p><i>Delivery of improvements in non residential charging process (07/08)</i></p> <p><i>Quarterly budget monitoring</i></p> <p><i>Finance training for budget managers (07/08)</i></p> <p><i>Accreditation for new SP providers (2007/8)</i></p> <p><i>Procurement knowledge and skill development within SP team(2007-10)</i></p> <p><i>SP Capacity building and preparation for current providers for market testing(2008/10)</i></p> <p><i>Negotiation and agreement of referral protocols with business areas</i></p>
	System available to all existing users of ISIS		30/6/07			
	Longer-term support arrangements for system in place		30/6/07			
	Social care system rolled out to non-ISIS users			√		
	Management information requirements from new systems reviewed and outputs adjusted.			√		
	Electronic SAP recording has rolled out to other areas			√		
	Delivery of training session for Information Security		8			

		<p><i>Introduce agreed changes to working practices in A&I</i></p> <p><i>Training and development programme for A&I</i></p> <p><i>Review need for wider use of DMS in preparation for move to Hungate and link to Corporate DMS review</i></p> <p><i>Information security protocols agreed and training programme delivered</i></p>
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Finance based improvement

Outcomes	Measures					Actions
Corporate Services spends within its budget each financial year						<p><i>Joint Commissioning Framework agreed with PCT (2007/8)</i></p> <p><i>Prevention Strategy developed</i></p> <p><i>Gap analysis and finance options for LTCS analysed (2007/8)</i></p> <p><i>Older People's commissioning plan produced</i></p> <p><i>Replacement of FMS (07/08)</i></p> <p><i>Develop benchmark and PI targets for 3^d sector business levels</i></p>
Long Term Commissioning Strategy for Older people (LTCS) is supported by 3-5 year commissioning plan						
Commissioning Strategy for Learning Disabilities is supported by 3-5 Year commissioning plan						
Voluntary/3 rd sector spend is maintained at current proportion of services						

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Corporate Services has a work force that delivers effective customer and business results Corporate Services average staff sick days below departmental and council wide average. Workforce strategy in place so the department is clear about its current and future workforce needs, has a strategy for achieving these, and has delivered results in agreed priority areas during the lifetime of the plan. 						<p><i>Corporate management competency framework in place</i></p> <p><i>Introduce clear standards for induction programmes.</i></p> <p><i>Establish a system for monitoring that each staff member has completed the induction programme</i></p> <p><i>Establish an effective mechanism for monitoring that appraisals are completed</i></p> <p><i>Establish an effective mechanism for collating the results of the appraisals to inform training and</i></p>

	The level of turnover of staff is comparable to other similar authorities with a target over next five years to achieve the level of best practice authorities	N/A	To be set	To be set	To be set	<i>development programmes</i>
NVQ level 2 qualifications achieve Government target (50%)	PLD: 54% Res. care homes: 42% Domiciliary Care: 45%	50%	To be set	To be set		

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline																		
Equalities action/s																			
<p>Add in bullet point equalities actions for your service that you intend to deliver over the next 1-3 years. These could include changes or improvements in service which:</p> <ul style="list-style-type: none"> • improve access by particular stakeholders. • reduce or eliminate discrimination • support staff equalities <p>Please check any relevant departmental or service Equalities Impact Assessments (EIA)</p> <p><u>Key Actions</u></p> <ul style="list-style-type: none"> • Consultation/information event with BME community to be undertaken • Introduce 'tracking' system of BME customers to check quality of their experience of the system • Improve systems for making information accessible • Review Better Care Higher Standards to make more relevant to minority groups <p><u>Key actions Supporting People.</u></p> <ul style="list-style-type: none"> • Identify needs of and consult with people from Black and Ethnic Minority communities • Improve collection of information about the types of customers using services • Commission new services or re-configure existing services (within available resources) over next five years to fill identified gaps 	<p>When do you expect to complete the action or improvement?</p> <p>Dependent on Corporate event</p> <p>Dependent on Corporate event</p> <p>PI monitoring now in place</p> <p>3 year plan in place by 2007/8</p>																		
Operational Risk – red risk action/s																			
<p>Please list (in bullet point format), any actions you are taking to address any red areas of operational risk that you may have identified. Please refer to the specific section in the service planning guidance which provides details of how to complete an operational risk template.</p> <p>If you have identified a red-risk issue, but do not have sufficient resources or capacity to tackle it over the next 1-3 years, you should still list these out in bullet point format – explaining that you are aware of the risk, but do not have sufficient resources to take action to mitigate their potential effect on your service.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Service area</th> <th style="width: 15%;">Risk</th> <th style="width: 10%;">Likelihood¹</th> <th style="width: 10%;">Impact¹</th> <th style="width: 25%;">Comments</th> <th style="width: 25%;">Contingency Plan</th> </tr> </thead> <tbody> <tr> <td>All areas</td> <td>Loss of key staff because of long-term illness or period of vacancy</td> <td>High</td> <td>Medium</td> <td>As our staffing levels are low the capacity to absorb absences is very limited. Most critical are in areas of direct customer contact eg CAC and complaints.</td> <td>The only feasible response is to reduce the service – eg close for limited periods, re-prioritise and change deadlines. Some of this may incur increased costs later.</td> </tr> <tr> <td>All areas</td> <td>IT systems failure Downtime on IT systems we use – general office systems eg e-mail, FMS</td> <td>Low</td> <td>Low</td> <td>The relative downtime is low and it causes inconvenience but not an inability to work or if it does a delay is not business critical</td> <td>Follow business continuity plan when established</td> </tr> </tbody> </table>	Service area	Risk	Likelihood ¹	Impact ¹	Comments	Contingency Plan	All areas	Loss of key staff because of long-term illness or period of vacancy	High	Medium	As our staffing levels are low the capacity to absorb absences is very limited. Most critical are in areas of direct customer contact eg CAC and complaints.	The only feasible response is to reduce the service – eg close for limited periods, re-prioritise and change deadlines. Some of this may incur increased costs later.	All areas	IT systems failure Downtime on IT systems we use – general office systems eg e-mail, FMS	Low	Low	The relative downtime is low and it causes inconvenience but not an inability to work or if it does a delay is not business critical	Follow business continuity plan when established	<p>When do you expect to complete the action or improvement?</p>
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All areas	IT systems failure Downtime on IT systems we use – general office systems eg e-mail, FMS	Low	Low	The relative downtime is low and it causes inconvenience but not an inability to work or if it does a delay is not business critical	Follow business continuity plan when established														

¹ High, Medium, Low

Customer advice//Complaints	Downtime in SX3 or ISIS	Low	High	Inability to access information on customers who need immediate response. Direct impact on response to customers and for vulnerable customers may place them at short-term risk.	Follow business continuity plan when established Prioritise most vulnerable customers on return of system
Complaints	Failure of respond IT system	Medium	Low		No specific contingency plan required
Finance/Supporting People	Failure or problem with link between ISIS and financial systems	Medium	High	Inability to process payments/invoices or incorrect information. Impact on customer or suppliers	Manual checking or processing of invoices/payments. Defer other work to prioritise this activity

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Gershon – Efficiency improvement

?Charging Unit	When do you expect to achieve the efficiency improvements by?
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Home Care contracts Cashable and non cashable efficiencies – will accrue to Adult Services	Contracts now in places. Adult services should begin making savings in 2007/8
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Supporting people retraction plan Cashable and non cashable efficiencies through withdrawal of ineligible funding and reinvestment in new services Negotiated changes to services offering services judged not to be good value for money	Retraction plan shows savings to be made over 3 years to 2009/10
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<p>Competitiveness statement</p> <p>A desktop review of the various functions within corporate services has been undertaken using the guidance</p> <p><u>Activities that would require a corporate approach to market testing etc.</u></p> <ul style="list-style-type: none"> • HR • IT • Customer Advice <p><u>Activities that are too small to effectively outsource</u></p> <ul style="list-style-type: none"> • Complaints • Planning <p><u>Activities that commission services already and could not be outsourced</u></p> <ul style="list-style-type: none"> • Commissioning and contracting • Supporting people • Aspects of training <p><u>Activities where competition may be appropriate to investigate further but no capacity exists to do so or testing has already occurred</u></p> <ul style="list-style-type: none"> • Training
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Section 7: Resources (1 page max)

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives
- Recruitment issues

Budget

	<u>2006/07</u>	<u>2007/08</u>
	<u>£'000</u>	<u>£000</u>
Employees	2,959	2,976
Premises	7	6
Transport	27	14
Supplies and Services	702	1,021
Miscellaneous	4,979	4,983
– Recharges	4,797	4,797
– Other	182	186
Capital Financing	27	27
Gross cost	8,701	9,027
Less Income	6,704	6,596
Net cost	1,997	2,431

The 2007/08 figures quoted are prior to any reallocation of support service recharges

Section 7: Monitoring and reporting arrangements

Details of when you will be meeting to review progress on performance targets and actions. Responsibility for gathering performance and action information should be set out in the workplan at the back of this service plan.

Note: Please make sure that these support lead-times for directorate and corporate performance and financial management.

Workplan template

Name of section _____

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link