



<u>Committee and Date</u>	<u>Item</u>
Health and Adult Social Care Scrutiny Committee 15 th December 2014	<u>Public</u>

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Adult Social Care New Operating Model: Performance Measurement Working Group

1. Summary

This report provides a written update on the work completed by the Working Group, with the Portfolio Holder Performance, and officers they are working with from Adult Social Care and the Strategy Research and Performance Team within Legal Strategy and Democratic Services. It also sets out the measures that the working group are proposing should be used to provide a comprehensive view of the impact and progress of the Adult Social Care New Operating Model.

2. Recommendation

- A. The measures identified and developed by the Working Group are supported and recommended for integration into the refreshed Outcome Dashboard for 2014/15.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 Adult Social Care works with a range of people, a number of whom are vulnerable. Failure to fully evaluate and manage the changes to the service they receive could put them at risk. Having the right measures in place to understand the impact of the changes is an essential element of the arrangement to identify unintended consequences and manage the associated risks. This would include whether the Council is delivering its services within the available resources and achieving the change it planned and agreed.
- 3.2 Through completing their work programmes and specific consideration of the progress in delivering them, the Scrutiny Committees aim to help reduce the level of risk and support their management.

4. Financial Implications

- 4.1 Although this report does not have any direct financial implications, the work of the Scrutiny Committees will include making recommendations that may have financial implications if accepted.

5. Objectives of the work – summary of the scope

- 5.1 Set within the context of the changing national legislative and reporting requirements and the local response to these; the increasing elderly population; reducing local government funding and the Councils new operating model for adult social care which is focused on working on meeting people's needs appropriately as soon as possible, the following objectives and expected results for this piece of work were agreed:

Objectives

- To have a shared and contemporary understanding of the reasons why the Council has changed how it delivers key front line services, and the continued drivers for further change
- To work with staff to establish whether progress has and will be made to plan
- To consider the measures implemented to date and identify whether they are appropriate and fully present the impact of changes to service delivery,
- To identify areas where reporting of progress and impact can be refined or improved.

Expected results

- Increased and contemporary understanding of the context within which the develop of Adult Social Care is taking place.
- Messages of assurance that both the roll-out and impact of the new operating model is being measured and managed appropriately.
- The development of a dash-board of key measures that demonstrates the health and impact of the changes to Adult Social Care Change Programme

6. Work completed to date

- 6.1 Measures initially discussed with Members were developed into a working document reflecting providing a simple definition, and links to national or local structures of reporting, and how accessible the information was.
- 6.2 A session and walk-through for the Working Group of the Adult Social Care New Operating Model, using the quarter 1 review, to help promote understanding of how it works, and to explore the evidence and new approach to assess and evaluate quality and impact.
- 6.3 The Working Group visited the Council's First Point of Contact to understand how the start of the New Operating Model worked on the ground.
- 6.4 Detailed consideration and review of the measures was undertaken by the Working Group to ensure that the measures covered the areas that the Members were

prioritising. Members were clear that their focus was on understanding the impact of the New Operating Model on individuals and communities.

- 6.5 Discussion also covered whether the measures would just reflect the process outputs rather than the actual outcomes, delivery of services and the experience of the person receiving the service. It was clarified that the focus was on outcomes and the experience of the customer, and that should through future monitoring and reporting, the Scrutiny Committee Members want to challenge service performance, they would be able to dig deeper with the relevant officers to explore the issues in greater detail.

7. The measures

- 7.1 Work is underway by officers in the Data and Reporting Team and the Performance Team in Strategy Research and Performance to design the data capture, write the computer programming to access the data and develop the reporting.
- 7.2 Some of the data is part of the new national Statutory Return for Adult Social Care and will be available when the return is made in the first quarter of 2015/16. Other data will become available over the coming months once the technical aspects of recording, accessing and analysing it have been checked and put in place.

8. Conclusion

- 8.1 Being able to have access to accurate and timely information about service performance and impact is essential for both the managers and staff delivering the service and for the Commissioners and Scrutineers. Both groups want to understand whether what was planned is being delivered and what different it is making to the people who need and use the services. In doing so they will use the information to ensure that outcomes are achieved, improvements are made and unintended consequences are avoided or managed effectively.
- 8.2 Once the measures are agreed by the full Committee and the Portfolio Holders for Adult Social Care and for Performance, they will be included in the annual refresh of the technical dashboards which takes place to ensure that what is measured, monitored and reported reflects the Council's Outcomes and Priorities delivered through the services that the Council provides or commissions.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder)

Lee Chapman

Tim Barker

Local Member

All

Appendices

Appendix 1 – Table of the measures