

Appendix 1

Update on Scrutiny Review of Day Centre Transport (Adult Social Care) April 2009			
Recommendations	Response from ACCS to O&S 8 September 2009	Commentary from ACCS to O&S September 2009	Update from ACCS to O&S December 2010 based on external audit feedback October 2010.
<p>1. That Overview and Scrutiny Committee conduct an initial scoping to assess the benefit of conducting a full scrutiny review of :</p> <ul style="list-style-type: none"> • Capacity, appropriateness and integration of community transport services (door to door) in Haringey • Patient transport for health services in Haringey <p>2. Haringey Council should consider developing a local transport strategy to</p> <ul style="list-style-type: none"> • Maximise Council Resources • Provide a consistent level of service quality for passengers • Ensure coordination of local services • Help integrate local and pan-London services 	<p>Agreed</p>	<p>The in-house service is only a relatively a small part of the transport infrastructure available to adult service users of all ages. There is a clear interface between the Council service and the community transport service (overseen by Urban Environment rather than Adult Services) as well as patient transport within the NHS. It would be a useful addition to the content of this report for O&S Committee to look at the wider context of transport for people with mobility problems of various types and to examine where the effectiveness of such arrangements might be improved, both within and outside the Borough.</p>	<p>1. Not yet implemented. This is a decision for O&S committee.</p> <p>2. Not yet implemented. ACCS are liaising with Urban Environment who are looking at the possibility of developing a local transport strategy.</p>
<p>3. Adult Social Care should ensure that all 2nd and 3rd Tier managers are aware of the Councils' Project Management Framework and ensure that future</p>	<p>Agreed</p>	<p>It is fortuitous that the outcome of the service based model has been acknowledged to be so positive. It is clear that, for a variety of reasons, the project</p>	<p>Implemented Heads of Service have received Project Management Training. Senior Directorate Governance and Partnership Officers</p>

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<p>projects are compliant, especially in respect of :</p> <ul style="list-style-type: none"> • Full appraisal of relevant service options • Full assessment of potential project risks • Identification of clear business case to proceed • Clear milestones and change management plan 		<p>management systems put in place by the Council were not followed as closely as they might have been. However, this has not been to the ultimate detriment of the delegation of the transport function to the front line. Senior management in Adult Services will ensure that those systems are used appropriately in future.</p>	<p>have achieved Prince2 qualification. Internal audit in October 2010 identified that an inspected Project Initiation Document was compliant with the Council's Project Management Framework.</p>
<p>4. Adult Social Care should aim to develop appropriate monitoring data to support the operation of passenger transport services. Data monitoring should relate to a small number of key performance indicators and should be accompanied by appropriate systems to ensure that such data is collated, analysed and informs the operation of the transport service.</p> <p>5. Using activity and financial monitoring data, Adult Social Care should develop a</p>	<p>Agreed</p>	<p>Regular monitoring data is now being collected on a weekly basis and is being collated and monitored within the performance Team in Adult Services. There is now a sufficient volume of data in place to enable management judgements to be made in relation to relative performance between vehicles and services and to begin to establish internal benchmarks for performance, as well as examine performance against similar services in the external environment. It is clear from the O&S report that this front-line service based transport</p>	<p>Partly Implemented</p> <p>Monitoring information from respective day services is collated and analysed by a Central performance management team. Sample data is available which illustrates comparative data in key areas such as journey times, community access and downtime of vehicles. (Appendix 2.)</p> <p>The data is reviewed on a periodic basis as part of the inspections which are examined on a 3-4 monthly basis and monitored. At the time the</p>

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<p>process which supports the benchmarking of transport provision for day centres. This data should help to develop an assessment of the comparative performance of the transport service with other transport models/services</p>		<p>model is relatively rare, in that there are no direct comparators in neighbouring Boroughs. Enquiries have been made as to how this was achieved and whether there have been financial efficiencies generated as a result. There have been some relatively small financial efficiencies but the added value to clients as a result of the new model has been significant.</p>	<p>external audit was implemented it was noted document follow-up of prior issues identified. This was brought to the attention of the monitoring agency and this has now been rectified. Testing identified that no issues had been raised regarding the performance data maintained by the DCMs.</p> <p>The Heads of Service have noted that whilst there were attempts to benchmark, at the time of the audit, no other London boroughs had progressed their initial desire to devolve passenger transport services. Hackney who had been considering the process had not taken it further.</p> <p>There are therefore no local authority comparators with which to benchmark. We will continue to try and find comparators over the next 6 months.</p>
<p>6. That Adult Services should establish service</p>	<p>Agreed</p>	<p>The service standards as suggested by O&S Committee</p>	<p>Implemented A journey time target has been</p>

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standards for journey times and service punctuality for service users and their carers. These standards, and the services performance against those standards, should be clearly communicated to service users and carers.		have been adopted by the relevant services. Now that performance data is available, service users will be informed of performance against those standards on a quarterly basis.	established and monitoring reports are sent to the central performance team s for review on a quarterly basis. The service standards have been communicated to service users and carers via a presentation.
7. Adult Social Care should invest in occasional/ periodic specialist advice to support more effective planning, development and operation of Day Centre (DC) passenger services. Specialist advice should also be sought to identify how adult social care can minimise the environmental impact of vehicles under its operation and management Agreed	Agreed	A Service Level Agreement (SLA) with the transport managers in Ashley Road is in place and operational. This gives a pool of transport-related expertise for social care managers to draw upon. In addition, there is an element of briefing on new transport developments (including changes in environmental/green requirements), practical training/support and independent monitoring of how the vehicles are being used built in to the process. This could be topped up by the use of independent specialist consultants where necessary, but this has not been	Implemented Under the SLA, regular and periodic inspections (initially every 8 weeks as per the SLA, but now every 3 to 4 months) are undertaken. These cover the inspection of vehicles for appropriate use and monitoring of the operational systems e.g daily pre-use safety checklists.

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		required to date due to the considerable knowledge base already available to the service.	
8. That Day Centre Managers, (DCMs) or those that plan transport routes, attend passenger transport training to ensure that passenger routes are planned effectively and efficiently.	Agreed	Day Centre managers have already begun to attend additional transport related NVQ-type training in order to further expand these skills base in this specific area and this will continue into the future. Initial discussions have begun between services in relation to sharing staff and a range of shadowing arrangements. A transport liaison group is in the process of being established and will meet quarterly. It will include managers, staff representatives from all service areas, carers and service users, as well as a transport manager from Ashley Road Depot. The purpose of this is to maximise feedback to operational managers and to increase synergies and co-operation between services.	Partly Implemented The service is currently working on a route mapping system that will seek enable greater efficiency in identifying the shortest routes to destinations in conjunction with the Central Transport service. It should be noted however that many service users need essential mobility aids such as wheelchairs and zimmer frames. Therefore routes also have to be planned taking the placement of these aids on the vehicles into account as they have to be placed in ways that allow safe access to all users to seats on the vehicles (without falling over a wheelchair or being unable to access a seat because of a zimmer frame, for example). This may mean that the most direct routes from A-B cannot be used if all passengers are to be safely

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<p>9. Adult Social Care should ensure that dual training of staff is fully implemented across the day centres to ensure that there is an adequate pool of drivers and escorts to support operation of service based transport.</p>			<p>accommodated in the best order to allow the maximum number of passengers and their mobility aids to be safely seated in the best order on each journey.</p> <p>Drivers' training is monitored by Ashley Road Depot, which provides training to all the drivers. Older People's Services Day Centre managers have completed the NVQ in Passenger Safety. All training records are kept. The SLA provides a central point for the provision of the Haringey Driver Assessments via Ashley Road. A rolling programme of driver training- Minibus Driver Awareness Scheme (MiDAS), is ongoing. Dual training of staff has been raised with Organisational Development and Learning. Progress will depend on social care funding priorities within a cash-limited budget.</p>

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10. That Adult Social Care continues to utilise survey tools developed within the review to periodically assess service user and carer satisfaction with transport services	Agreed	It is planned to use the survey questionnaires from the O&S review on transport as part of the growing battery of satisfaction survey tools used in Adult Services in the years to come – the new way of assessing the effectiveness of service is to more closely examine the quality of experienced outcomes for service users, rather than inputs from the service. This will therefore be consistent with that approach.	Partly Implemented At the time of audit it was noted that whilst surveys have been carried out ,analysis of information received had not been completed. The first cycle of the review of survey data has now been completed. This analysis was completed end of October 2010 and a summary of findings are attached as Appendix 3