



Agenda item:

[No.]**Cabinet****On 8th September 2009**

Report Title: Executive Response to Scrutiny Review of Day Centre Transport - Adult Social Care

Report of: Mun Thong Phung, Director of Adult, Culture and Community Services

Signed :

Contact Officer : Len Weir, Head of Provider Services (Older People), 002 8489 2338, len.weir@haringey.gov.uk

Wards(s) affected: All

Report for: Non-Key Decision

1. Purpose of the report

- 1.1. To place on record the response of ACCS to a report by the Overview & Scrutiny Committee of 29th April 2009, first presented to Cabinet on 21st July 2009

2. Introduction by Cabinet Member (if necessary)

- 2.1. As Cabinet Member for Social Care and Well being, I welcome the content of this Scrutiny Report, which is very positive indeed. It is clear that the research process has been detailed and has taken into account the opinions of service users, family carers and also staff that operate the service in relation to the outputs and outcomes of those vehicles and the staff who provide the transport service.
- 2.2. It is clear that the newly constituted service-based transport model is robust and fit for purpose and gives additional flexibility to the service to meet the requirements of the Well Being Strategy for Adults 2007-1010, in particular Goal 2 where the objective is to promote opportunities for leisure, socialising, life-long learning and to ensure that people get out and about.

- 2.3. As Cabinet member responsible for some of the services that offer care and support to some of the most frail and vulnerable people living in the Borough, I am confident that this new transport serves to facilitate that for those service users.
- 2.4. The report has 10 recommendations that are accepted without reservation, and I feel it is a credit to the O&S process that those recommendations are such that they will actively assist the service to further develop to better meet the needs of service users – in addition, the recommendations are couched in such a way as to enable managers of the service to implement them with relative ease.
- 2.5. My response to the individual recommendations in the Overview & Scrutiny report is outlined in the Appendix 1.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1. This review is linked to two key Council priorities - Deliver Excellent Services (To deliver excellent, customer focused, cost effective services) and Encourage lifetime well-being (To encourage lifetime well-being at home, work, play and learning).
- 3.2. This review is linked to the Well-being Strategic Framework 2007-2010.

4. Recommendations

- 4.1. That Cabinet agrees the response.

5. Reason for recommendation(s)

- 5.1. N/A

6. Other options considered

- 6.1. N/A

7. Summary

- 7.1. The Overview and Scrutiny Review examined the process whereby a centrally-based transport service was delegated to front line services and whether that process of delegation had proved to be successful, whether the outcome had provided improved service to day centre users, and whether the decision to delegate the transport function had provided increased value for money. 10 recommendations were made, of which all were accepted in full.

8. Chief Financial Officer Comments

- 8.1. This report contains 10 recommendations.
- 8.2. As the Service Finance Comments detail 9 of these recommendations, with the exception of recommendation 3, may have financial implications.
- 8.3. Upon completion of these recommendations further reports should be submitted for Cabinet to consider the outcomes from these recommendations prior to their implementation. These further reports will include a full assessment of the financial implications of the recommendations and options for funding as appropriate.

9. Head of Legal Services Comments

- 9.1 The Head of Legal Services notes the contents of the report.
- 9.2 There are no specific legal comments at this stage. In relation to Recommendation 7 (Provision of Specialist Advice for Day Centre Passenger Services), Adult, Culture and Community Services Directorate should ensure that the provision of any such specialist advice from consultants is compliant with Contract Standing Orders and, where applicable, EU tendering requirements.

10. Head of Procurement Comments

- 10.1. N/A

11. Equalities & Community Cohesion Comments

- 11.1. N/A

12. Consultation

- 12.1. Service users, carers and staff were comprehensively consulted as part of

the Overview and Scrutiny process. Their comments are included in the body of the report. The concerns that they reflected are included in the recommendations.

13. Service Financial Comments

- 13.1. The report contains 10 recommendations. With the exception of recommendation 3 there is a potential for financial implications for the remaining recommendations. Further work will be required to look at the details of specific financial implication of implementing any of these recommendations (i.e. such as specialist advice in recommendation 7 and training costs for recommendations 8 and 9).
- 13.2. The report identifies the need for relevant and quality activity data to be collated and this will be key to assessing VFM considerations in relation to the effectiveness of the Service Based transport model.

14. Use of appendices /Tables and photographs

- 14.1. Appendix 1 – Recommendations and responses.

15. Local Government (Access to Information) Act 1985

- 15.1. Haringey Well-being Strategic Framework 2007-2010.
- 15.2. Scrutiny Review of Day Centre Transport (Adult Social Care) - A Review by the Overview and Scrutiny Committee, April 2006.



Appendix 1

RECOMENDATIONS	RESPONSE	COMMENTARY
<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 Overview and Scrutiny 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>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 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>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 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>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 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>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 Overview and Scrutiny report that this front-line service based transport 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>6. That Adult Services should establish service 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.</p>	<p>Agreed</p>	<p>The service standards as suggested by Overview & Scrutiny Committee 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.</p>

<p>7. Adult Social Care should invest in occasional/ periodic specialist advice to support more effective planning, development and operation of day centre 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</p>	<p>Agreed</p>	<p>A Service Level Agreement 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 required to date due to the considerable knowledge base already available to the service.</p>
<p>8. That Day Centre Managers, or those that plan transport routes, attend passenger transport training to ensure that passenger routes are planned effectively and efficiently.</p> <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>Agreed</p>	<p>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.</p>

<p>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</p>	<p>Agreed</p>	<p>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.</p>
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