

### Organisational Capacity Overview

This paper brings together some of the supporting functions that help shape and enable the delivery of services. It is based on a range of information including evidence grids, performance indicators, anecdotal evidence and regulatory reports.

#### Leadership, Culture, Management Structure and Corporate and Political Support

Monmouthshire has a strong culture of shared leadership. There are close working relationships between the Cabinet and the Leadership Team led by the Chief Executive. This gives Monmouthshire a clear set of priorities and the impetus to change and improve. This is underpinned by a set of values developed and owned by our staff group and characterised by a sense of ambition, direction and energy.

This view was reinforced by the Wales Audit Office's [2010 Corporate Assessment](#) which reported that "An ambitious programme of change is being delivered focused upon internal structures, processes and organisational culture but with a very clear agenda to transform services for the citizens of Monmouthshire."

The authority's three key political and strategic priorities include an explicit focus on vulnerable adults and children alongside education and enterprise.

Whole authority restructuring of senior management has led to changes with the creation of a new health and social care directorate and the appointment of a new statutory director and Head of Adult Services.

Scrutiny is becoming more effective and there is a good understanding amongst members of the importance of effective scrutiny with chairs elected from within the committees. Committees set their own work programmes and across the authority we have two dedicated scrutiny officers that assist members in the carrying out of inquiries.

#### Judgement

The authority is in a period of significant change and the directorate has responded positively to this and to the continued resourcing pressures that impact on it. Within this context the directorate has managed to develop and implement significant service reconfiguration aimed at delivering better quality cost effective services.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

#### Priorities for Improvement

- Continue to strengthen scrutiny arrangements, including pre-decision scrutiny and involvement in policing development
- Identify further opportunities for collaboration
- Maintain a high profile nationally and regionally to ensure we are in a position to influence the agendas that matter to us.

### Commissioning, Planning and Partnerships

The Joint Commissioning Team works closely with operational teams and their contribution is evident throughout the Adult Services parts of the report in particular. The contribution of commissioners is evident in some of the major change projects that have been undertaken over the past year such as changes to respite services, the Learning Disability Review and Domiciliary Care tender.

These are challenging times for commissioning with resource constraints, the move to regional commissioning and the changes in the NHS all impacting. In response the team is currently reviewing its purpose and focus to ensure it is able to operate effectively and be responsive to a fast moving environment.

The Health, Social Care and Wellbeing Strategies were updated during 2010/11 and have now been adopted by Council. These have been developed following widespread engagement with a variety of stakeholders and show clear priority areas for action linked to population outcomes.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

### Priorities for Improvement

- Reconfigure the team, including contract monitoring arrangements and links with Supporting People
- Work with care home providers to get a fuller understanding of opportunities and pressures within the market
- Implement the Learning Disability Review
- Engage in regional collaboration e.g. Shared Lives, Frailty Model and High Cost Placement procurement.

### Resources

Social Services across Wales and the rest of the UK are under considerable financial pressures. This has come about through a number of factors including the wider economic climate and its impact on public services, demographic pressures such as an ageing population and increasing public expectations.

In terms of budget setting and financial planning, we have a corporate Medium Term Financial Plan (MTFP) which operates on a three year rolling basis. A number of key pressures have been built into the model for future years. Also the Directorate has been able to secure an element of protection securing the continued delivery of services to our clients.

One of the biggest financial pressures we face is the ageing population. We are active partners in the development of the [Gwent Frailty](#) model. We have agreed our Financial Declaration and determined what needs to be drawn down for Monmouthshire to successfully implement this major change programme. However risks remain to the Authority as the future sustainability of the programme and we are continuing to work through the issues presented.

We operate a devolved approach to budget management and tighter control ensures limited variation between forecast expenditure and actual expenditure.

Our financial policies and procedures have been reviewed and updated. The Debt Recovery Officers are now meeting with cost centre managers on a quarterly basis specifically to discuss and manage the debt position. Managers are also accompanying the Debt Recovery Officers on home visits.

Overall awareness levels have increased, with Managers playing a much more active role in managing the position. The level of debt forms part of budget meetings held with Managers/Heads of Service and the position is reported regularly to the Directorate Management Team.

We aim to improve efficiency and value for money wherever we can as demonstrated by the Domiciliary Care tender exercise which has seen the development of a single supplier rate. We have also been able to generate cashable savings by reconfiguring services enable us to improve and maintain services at reduced cost.

### **Judgement**

We have a good record of sound financial management. However, like all public services we are entering difficult financial times. A proactive approach to debt management and the development of new and innovative services such as the Frailty Programme to 'turn the curve' of escalating costs are evidence of this.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

### **Priorities for Improvement**

- Ensure that the Medium Term Financial plan continues to reflect the pressures experienced by the service
- Ensure that the Frailty implementation is financially sustainable and with minimal risk to the Authority.
- Continue to work with Cost Centre Managers to reduce the level of debt held by the Directorate.

## **Equality and Diversity**

Equality and diversity are central to our work. This is emphasised during the induction of new staff where there is a specific section on these issues.

We aim to ensure that our services are fully accessible. All our One Stop Shops are fully compliant with the Disability Discrimination Act. Our public information can be provided in multiple formats. This is supported by our website is fully accessible to people with a visual impairment through the use of a screen reader. We have recently made further improvements to the site.

Our new models of service such as social enterprises, reablement and changes to respite care for people with learning difficulties focus on assisting people to engage with their communities and achieve their potential

Corporately we have a renewed focus on Equality Impact Assessments. This is helping us to ensure that change programmes maximise the benefits for protected groups and individuals.

There is a low representation of ethnic minority groups amongst the workforce. This reflects numbers within the Monmouthshire population which are also is very low. We provide basic staff training for those employees who have a need in this area and we have a guaranteed interview scheme for disabled people who meet the person specification.

We continue to supporting requests for flexible retirement opportunities to ensure that the valuable experience of older employees is not lost and staff can continue to work appropriately.

### **Judgement**

We have a range of facilities and services that seek to ensure equality of access and delivery.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

### **Priorities for Improvement**

- Ensure that equalities expertise and capacity are embedded within our Policy and Partnership Team following a recent restructure.
- Improve opportunities for employment and training of disadvantaged groups across the whole authority.

## **Performance Management and Quality Assurance**

Over the past year we have taken the first steps towards an outcome based accountability (OBA) approach to performance management. Our six strategic aims have been replaced by five whole population outcomes. Over the next twelve months we must strive to make sure that these become the cornerstone on which our performance system is built. We have already begun to this this by changing the way our teams plan their performance to ensure clear links back to outcomes and corporate priorities

We produce a range of performance reports including information on key services, performance indicators, complaints and customer feedback, plus specific feedback derived from our Community Care questionnaires. Performance reports are considered quarterly by the Directorate Management Team and both [Adults](#) and [Children and Young People](#) select committees. Adult Services Team Managers have quarterly budget and performance management team meetings while children's services managers have a monthly ICS and Performance meeting. Our performance indicators, for children's services in particular, have shown a notable upwards trend over the past two years.

We have a [quality assurance framework](#) that seeks to bring together relevant information to assist in service improvement and development that is reviewed six monthly by DMT. Although we have some customer care standards in place these are not systematically monitored nor do we actively advertise the standards or publicise our performance against them.

There is a strong culture of monthly or six weekly staff supervision. Formal employee review is less rigorously adhered to although there are plans to ensure

better alignment between individual and organisational objectives as part of the revised corporate performance system.

Users are encouraged to share their views with us. Our Community Care Questionnaire receives over 500 responses each year and the comments and analysis is a key part of our performance management approach. Individual comments are followed up by the Customer Relations Manager

### **Judgement**

We have a sound approach to measuring our performance but cannot always evidence that we have actively managed performance based on the messages we receive. A focus on outcome based accountability supported by [Fynnon](#), the pan-Wales performance measurement system should ensure clearer links in the coming year.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

### **Priorities for Improvement**

- Continue to promote Outcome Based Accountability and ensure that whole population outcomes are clearly linked to individual objectives.
- Develop and embed measures to evidence the effectiveness of the Frailty Programme.
- Progress the use of the Fynnon system to measure performance.
- Publicise our customer care standards and our performance against them.

## **Information Systems Management**

We have a range of systems that are used across the directorate to capture information about the services we deliver. The main information systems used are Swift for Adult Services and ICS for Children's services. We use the Swift database in conjunction with business objects as our main data/reporting tool.

We are partners in the South East Wales IT Consortium (SEWIC) and have just committed to the consortium beyond the life of the current Performance Management Development Grant which was funding the consortiums operation. However problems with the Software supplier have led to delays in implementing the UAP electronic front-end for Swift in Community Care. We are still awaiting a workable system from our Software supplier. In the meantime we have created a semi automated system using Swift and Microsoft word.

We are one of the few local authorities where Health staff have full access to the system which is proving useful as we begin to implement the Gwent Frailty Programme.

The Children Services Teams are using the ICS system and a number of modules have been developed this year. There have also been improvements to the outputs and Child Protection Module. However there are still problems with the reliability of the system which can be a source of great frustration for front—line practitioners and support staff alike.

We continue to review our systems to ensure that they operate as efficiently as possible. The creation of the new Shared Resource centre, a partnership between Monmouthshire, Torfaen and Gwent Police is likely to offer future benefits in getting the best from our systems.

### **Judgement**

We have a range of systems in place to generate the information needed for front line practice and reporting. These do not always give us the functionality we need and the balance of input versus output needs to be improved so that our systems support practice more effectively.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
	✓		

### **Priorities for Improvement**

- Implement the Unified Assessment Process through Swift when the system development allows us to do so.
- Improve the reliability of the ICS System to ensure that it is flexible enough to cope with current and future requirements.
- Work with and influence the regional consortium to ensure that software systems meet our needs.

## **Workforce Management and Development**

2010/11 has been a particularly busy year for staff in HR. We have seen the implementation of Job Evaluation while there have been a number of restructures of services as we seek to get the best out of our resources in difficult financial times.

We have been successful in proactively reducing sickness and have also seen turnover in children's services fall from 26% to 7% (excluding sessional staff). Managers have access to a consistent set of documents to make sure that they have the tools to do their job. These were built on by a series of 'attendance Management'

workshops with managers to address hot spot areas in order to build confidence in Line Managers. We also increased counselling providers in order to increase accessibility of the counselling service across the whole authority.

We undertook a number of change management projects, such as reviews at Budden Crescent at Mardy Park which had significant workforce implications. However, through good management and effective HR support we were able to make services more cost effective with only a handful of compulsory redundancies.

The authority has a corporate training plan which has been developed in response to identified needs. We also have a good e-learning capability. We are in the process of changing the way in which we provide NVQs to improve value for money.

Within the directorate we have responsibility to develop the workforce both within the organisation and within the independent sector. There is a requirement for certain staff groups to attain various qualifications and these are being successfully delivered and maintained although due to the high turnover in the independent sector this is more difficult.

A [social care workforce development plan is produced](#) every year and social care staff have individual staff development pathways. This workforce development plan covers issues of qualification requirements and attainment. Succession planning is not practised and whilst we are aware of the problems that recruitment to certain posts presents, plus the problem that an aging home care workforce creates, actions taken to address the issues are reactive and could be improved through improved workforce planning.

### **Judgement**

Overall we have a workforce that is dedicated, hard working and integral to our future success.

Requires significant improvement	Inconsistent	Mainly good with some gaps	Well established and effective across the board
		✓	

### **Priorities for Improvement**

- Change the way in which vocational qualifications are delivered
- Improve succession planning to address recruitment gaps and agreeing workforce issues.
- Change the way the employee review scheme operates to ensure that organisational direction and population outcomes are reflected in individual aims and objectives.