

**'Must knows' for lead members for adults' services**

*Supporting information on those 'must knows' in bold text is available below*

- 1. How do you keep up to date with developments, including identifying the direction of travel of Government policy?**
- 2. How well do you know your authority, including the picture and pattern of local needs?**
3. How do you know you have a good understanding of regulation and inspection?
4. How do you know you are doing all you can to involve service users and carers?
5. How do you know equalities and diversity issues are included in everything you do?
6. How do you know partnership working is effective?
- 7. How do you know commissioning is effective?**
- 8. How do you know assessment processes can meet the demands of individualised budgets?**
- 9. How do you know performance management is effective?**
10. How do you know vulnerable adults and older people are kept as safe as possible?
11. How do you know arrangements to recruit, train and manage staff are safe and effective?
- 12. How do you know services are cost effective and provide value for money?**
13. How do you know the budget is well managed?
- 14. How do you know transition arrangements between children's and adults' services are effective?**
- 15. How do you know Scrutiny is effective?**
- 16. How do you know you have an effective relationship with your Director?**
17. How do you know you manage your time effectively?
- 18. How do you know you are making maximum use of the support available?**

## **1. How do you keep up to date with developments, including identifying the direction of travel of Government policy?**

### **Introduction**

Making sense of national priorities and legislation for your area is a shared responsibility with your Director. In general, you will be defining political priorities and outcomes with your Executive colleagues. The Director will establish departmental priorities drawing from national requirements, community, partnership, corporate and service policies. Together you will need to devise and agree the direction, outcomes, planning and budget implications.

### **Why keeping up to date is important**

One of your key roles as Lead Member is to provide political focus and accountability to ensure that your council has a strategic approach to decisions made on use of resources. Take into account key political sources of information including:

- Your local and national party policy direction and new thinking within regional and national political networks
- Your local manifesto commitments on adults' services
- The feedback on adults' services from back bench members
- Politically important issues arising from overview and scrutiny
- The overall direction of travel and priorities agreed in the political group

Keeping well informed on what is judged nationally by service users, carers, and regulators as best practice, and keeping in touch with Government policy, new legislation, and plans to implement it will help you seek, and respond to, advice from managers.

Similarly your Cabinet colleagues and other councillors will want to hear from you, and discuss what current hot topics may mean for your council.

### **Key tasks for lead members on keeping up to date**

- Have a clear and simple strategic summary of what you and your director are working towards. Get this endorsed by your Cabinet colleagues.
- Ensure your understanding is strongly informed by the views of services users and local communities.
- Relate reports and recommendations from officers to your strategic direction. Make your own strategic checklist and use it to review all reports.

- Your partner agencies need to understand what national and local outcomes you are working towards. Encourage them to contribute and make sure you understand their strategic policy direction and priorities.
- Have access to a simple digest of relevant announcements, reports on a weekly basis and a system for flagging those which relate to your strategic priorities.
- Have regular contact with peer lead members. The IDeA supports National and Regional Networks for Lead Members.
- Make active use of regional and national political policy development networks, within your own party and its related ‘think tanks’ e.g. LGA, as both a source of information and for discussing any political concerns
- Develop a set of personal contacts with other politicians, outside of your own authority, through which you can check out ideas, keep a grip on policy direction and engage in collaborative lobbying
- Use seminars to explore issues or ask for briefing papers

#### **Where to find out more**

- The Local Government Association website is the authority on the implications for local government of policy initiatives, on the day briefings, activities of their Boards and details of their conference programme [www.lga.gov.uk](http://www.lga.gov.uk)
- The Improvement and Development Agency website contains case studies, toolkits, publications, course details and discussion forums for councillors [www.idea.gov.uk](http://www.idea.gov.uk)
- Department of Health Social Care web pages [www.dh.gov.uk/socialcare/](http://www.dh.gov.uk/socialcare/)
- Commission for Social Care Inspection website for national standards, inspection reports and council performance information [www.csci.gov.uk](http://www.csci.gov.uk)
- A government service provides a customised daily alert service on all publications relevant to your interests. You can choose from a wide menu [www.info4local.gov.uk](http://www.info4local.gov.uk)
- For summaries of research findings: Social Care Institute for Excellence [www.scie.org.uk](http://www.scie.org.uk) and implementation of research findings: Research in Practice Adults [www.ripfa.org.uk](http://www.ripfa.org.uk)
- For a health service insider’s view of changes both in the health service and elsewhere: [www.nhsconfed.org](http://www.nhsconfed.org)
- In addition, most of the specialist local government and health press offer regular email alerts to keep you up to date on news.

## **2. How well do you know your authority, including the picture and pattern of local needs?**

### **What do you need to know about your local authority?**

If you are going to select priorities and plan to improve outcomes, you need to have a good understanding of what is happening in your local authority. This will include information on the following:

- The local population – identifying current and future demand for services
- Local services – developing a picture of the local market, including amount of service offered, the quality of services and value for money.
- Current activity and performance information – providing a baseline on what is happening at the moment, including information on the workforce
- Where the money goes – giving details of how existing budgets are spent on different groups of users, needs and services
- Comparative information – benchmarking how you are doing in comparison with similar authorities

You could use the seven adult social care outcomes as a framework for collecting and analysing this information. (The seven outcomes are – Improved health and emotional well-being, improved quality of life, making a positive contribution, choice and control, freedom from discrimination, economic well-being and personal dignity.)

### **Why knowledge of your local authority and local need is important**

In order to select priorities and plan how to best use resources to improve outcomes it is important to have a good understanding of your baseline position. This includes the local market for services, what you provide and the quality of this provision, resource allocation and how you compare with others. In addition you must have a thorough understanding of local need.

#### **Joint Strategic Needs Assessment (JSNA)**

From 1<sup>st</sup> April local authorities and PCTs have a duty to undertake a JSNA every three to five years. The statutory guidance on JSNAs outlines a core data set. The statutory guidance can be found by following the link below [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_081097](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081097)

*JSNA describes a process that identifies current and future health and wellbeing needs in light of existing services, and informs future service planning taking into account evidence of effectiveness*

*JSNA identifies “the big picture” in terms of the health and well-being needs and inequalities of a local population*

(Introduction to chapter 2 of the Guidance on Joint Strategic Needs Assessment )

### **Best Value**

Draft guidance on Creating Strong, Safe and Prosperous Communities reiterates the duty of best value which requires local authorities to “make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.” In order to comply with this duty it is essential to have information on service activity, performance and financial information and comparative data.

### **Key tasks for the Lead Member on local knowledge**

- Complying with the statutory duty to complete a Joint Strategic Needs Assessment (JSNA). The JSNA will underpin commissioning decisions for children and adults services. It should also be taken into account in the preparation of the Sustainable Community Strategy and inform the priorities and targets in the LAA.
- Ensuring there is a good understanding of the local market. This will include information and analysis on:
  - who is providing what
  - whether services are of a good quality and improve outcomes
  - details of costs and value for money.
- Using comparative information to benchmark performance with similar authorities. Regulators use comparator groups to compare performance.
- Information gathered on need, the market, activity, finance and comparisons with others MUST inform decisions on selecting priorities and allocating resources.

### **Where to find out more about what you need to know about your local authority**

- Guidance on Joint Strategic Needs Assessment  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_081097](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081097)
- Commissioning framework for health and well being — chapters 3,4,and 5

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_072604](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_072604)

- Making Ends Meet

Section on analysing the data on needs and preferences

<http://makingendsmeet.idea.gov.uk/idk/core/page.do?pagelId=5111901>

Section on building up your knowledge of the social care market

<http://makingendsmeet.idea.gov.uk/idk/core/page.do?pagelId=5111903>

## 7. How do you know commissioning is effective?

### What is commissioning?

The draft statutory guidance on “Creating Strong, Safe and Prosperous Communities” highlights the commissioning role of local authorities. The draft guidance describes commissioning as follows:

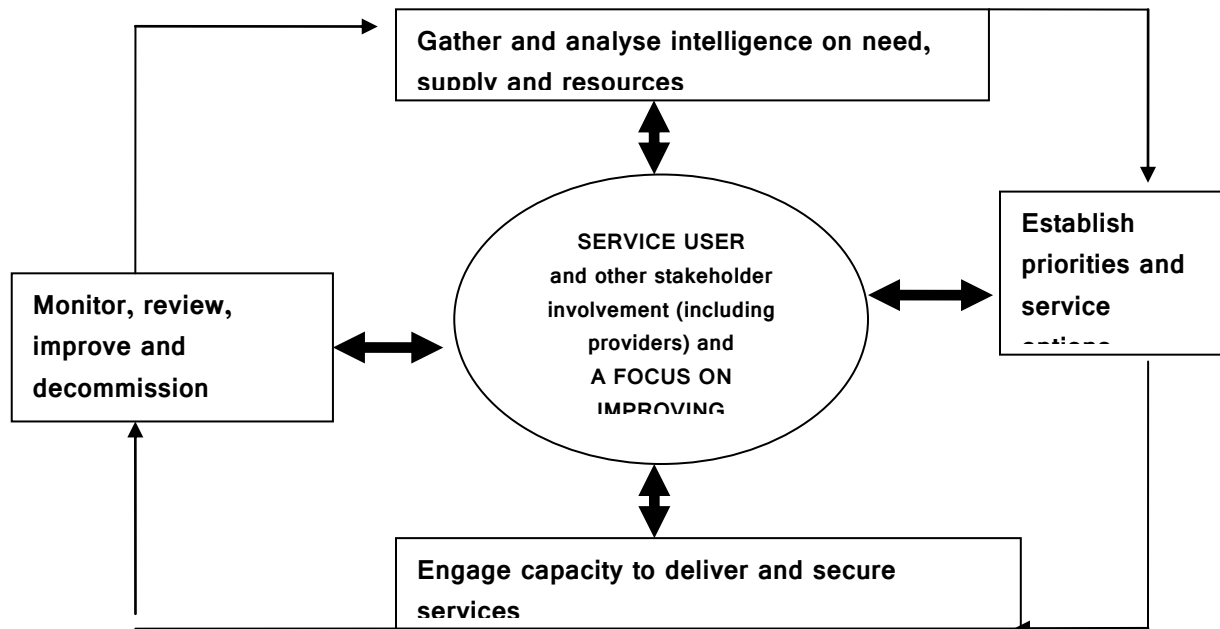
*“The commissioning role is one in which the authority seeks to secure the best outcomes for their local community by making use of all available resources – without regard for whether services are provided in-house, externally or through various forms of partnership.”*

<http://www.communities.gov.uk/documents/localgovernment/pdf/550804>

There are a number of descriptions of the commissioning cycle used by Government departments. All of these contain the following four key stages of commissioning outlined in the draft statutory guidance on “Creating Strong, Safe and Prosperous Communities”. These are sometimes referred to as the “analyse, plan, do and review” cycle. The four key stages are:

1. Gather and analyse intelligence on need, supply and resources
2. Establish priorities and service options
3. Engage capacity to deliver and secure services
4. Monitor, review, improve and decommission

These are outlined in the diagram below. The diagram also highlights the importance of involving key stakeholders, including service users, carers and service providers in the commissioning process.



Commissioning is sometimes taken to mean procurement, purchasing or contracting. This is misleading as commissioning is a process which involves the four elements outlined above.

### **Why commissioning is important**

Commissioning is a step by step process which assists with making choices about selecting priorities and using the resources available to improve outcomes for adults and older people.

The Department of Health has produced a Commissioning framework for health and well being. The framework identifies a number of important issues which need to be taken into account when working through the four key stages:

- *Putting people at the centre of commissioning*
- *Understanding the needs of populations and individuals*
- *Sharing and using information more effectively*
- *Assuring high quality providers for all services*
- *Recognising the interdependence between work, health and well-being*
- *Developing incentives for commissioning for health and well-being*
- *Making it happen – local accountability*
- *Making it happen – capability and leadership*



**Commissioning key tasks include making sure the following happen:**

- Executive bodies of partner agencies are signed up to a common understanding of the commissioning process. You and your key partners will need to go on a “commissioning journey” to ensure there is a common understanding of commissioning. Some authorities have found it useful to develop a commissioning glossary.
- The governance structure at partnership level supports each stage of the commissioning process
- Commissioning strategies should focus on improving the seven outcomes outlined in Independence, Well-being and Choice.  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_4106477](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4106477)
- Key stakeholders are involved in the commissioning process. In particular, be clear about how service users and carers will be involved.
- Decisions taken by the council on priorities and use of resources are informed by the Joint Strategic Needs Assessment
- Decisions taken on who provides services comply with the duty to provide best value (Local Government Act 1999). This means decision making needs to be transparent and based on clear procurement guidelines which include consideration of cost and quality. This applies to all service providers, including in-house providers.
- Market management to ensure that there is sufficient choice of both providers and services and that there is a continuous incentive to improve quality and provide value for money.
- Performance management systems are in place to monitor whether outcomes are improving and that services are good quality and provide value for money.

**Where to find out more on commissioning**

- Guidance on Joint Strategic Needs Assessment  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_081097](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081097)
- Commissioning framework for health and well being – chapters 3,4,and 5  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_072604](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_072604)
- Key activities in commissioning social care –  
<http://www.integratedcarenetwork.gov.uk/betterCommissioning/index.cfm?pid=427&catalogueContentID=2119>
- Integrated Care Network – Better Commissioning Network  
<http://www.integratedcarenetwork.gov.uk/betterCommissioning/>

- Making Ends Meet  
<http://makingendsmeet.idea.gov.uk/idk/core/page.do?pageld=5107317>
- Commissioning eBook – A resource to improve commissioning of community services  
<http://www.integratedcarenetwork.gov.uk/betterCommissioning/index.cfm?pid=184>
- Loose Talk and a Hard Nut – Commissioning for Better Outcomes  
<http://www.solace.org.uk/documents/sfi/SFI%20-%20Loose%20talk%20and%20a%20hard%20nut%20-%20commissioning%20for%20better%20outcomes.pdf>

## **8. How do you know assessment processes can meet the demands of individualised budgets?**

### **What do you need to know about individualised budgets?**

Individualised budgets are at the centre of government policy for improving choice and control for individual social care service users. Potentially, all adult social care service users could have control of their budgets to purchase the services they need.

### **Why it is important for assessment processes to be able to meet the demands of individualised budgets?**

- Individualised budgets (also known as self-directed support) are part of the wider policy of personalisation which has featured significantly in recent policy documents such as:
  - Improving the Life Chances of Disabled People (Strategy Unit, 2005)  
<http://www.cabinetoffice.gov.uk/upload/assets/www.cabinetoffice.gov.uk/strategy/disability.pdf>
  - Opportunity Age (Department for Work and Pensions, 2005)  
[http://www.dwp.gov.uk/opportunity\\_age/](http://www.dwp.gov.uk/opportunity_age/)
  - Community Services White Paper, Our Health, Our Care, Our Say (Department of Health 2006)  
<http://www.dh.gov.uk/en/Policyandguidance/Organisationpolicy/Modernisation/Ourhealthourcareoursay/index.htm>
- Individualised budgets are a development of Direct Payments. Under Direct Payments, people who are eligible for social care can choose to receive a cash sum in lieu of services. Individual Budgets are different from Direct Payments as they bring together a range of different funding streams (in addition to social care expenditure) to support independent living.
- The budget used to purchase social care is subject to means testing as in the current local authority charging arrangements
- Currently, Individual Budgets are being piloted in 13 English localities. This is subject to independent evaluation. The findings will be published at the end of 2008.
- 'In Control' is an organisation currently supporting personalisation developments in more than 90 local authorities. They have developed a Resource Allocation System (RAS is being used in the Individual Budget pilot sites. For information on RAS follow this link: [http://www.in-control.org.uk/pages\\_dev/in\\_search\\_upload.php](http://www.in-control.org.uk/pages_dev/in_search_upload.php)

- The new system developed by ‘In Control’ changes the current comprehensive assessment to a model of co-produced self-assessment. This requires a change in the way the care management function is organised and also challenges the approach to providing services. It requires a system where services and support are more diverse and fluid.
- Self directed support is based on seven principles:

### **Principles of self directed support set out by In Control**

- |                                  |   |
|----------------------------------|---|
| 1. Right to independent living   | <i>I can get the support I need to be an independent citizen</i>                  |
| 2. Right to an individual budget | <i>I know how much money I can use for my support</i>                             |
| 3. Right to self determination   | <i>I have the authority, support or representation to make my own decisions</i>   |
| 4. Right to accessibility        | <i>I can understand the rules and systems and be able to get help easily</i>      |
| 5. Right to flexible funding     | <i>I can use my money flexibly and creatively</i>                                 |
| 6. Accountability                | <i>I should tell people how I used my money and anything I've learnt</i>          |
| 7. Capacity principle            | <i>Give me enough help, but not too much; I've got something to contribute to</i> |

### **Key tasks for the Lead Member in ensuring assessment processes can meet the demands of individualised budgets**

- Developing a single Resource Allocation System (or similar) along with information for service users and service providers explaining how this will work.
- Establishing monitoring systems which can analyse the costs of service delivery, including any pressures caused by increased demand. It will also be important to monitor equity and quality.
- Checking practice against the seven principles of self directed support set out above.
- Considering how you might need to change the way you procure services and your relationship with providers. It will be important to manage and develop the local market to ensure the personalised services that people require are available for them to purchase.

- Making the Cabinet and other Council members aware of the culture change required and the implications of shifting towards individualised budgets on financial planning and procurement arrangements

**Where to find out more on assessment and individualised budgets**

- Individual Budget Pilot Programme partners:  
<http://individualbudgets.csip.org.uk/index.jsp>
- In Control: <http://www.in-control.org.uk>
- Care Services Improvement Partnership has information on individualised budgets at <http://individualbudgets.csip.org.uk>
- Making it Personal: The self-directed services revolution published by Demos – <http://www.demos.co.uk/publications/makingitpersonal>

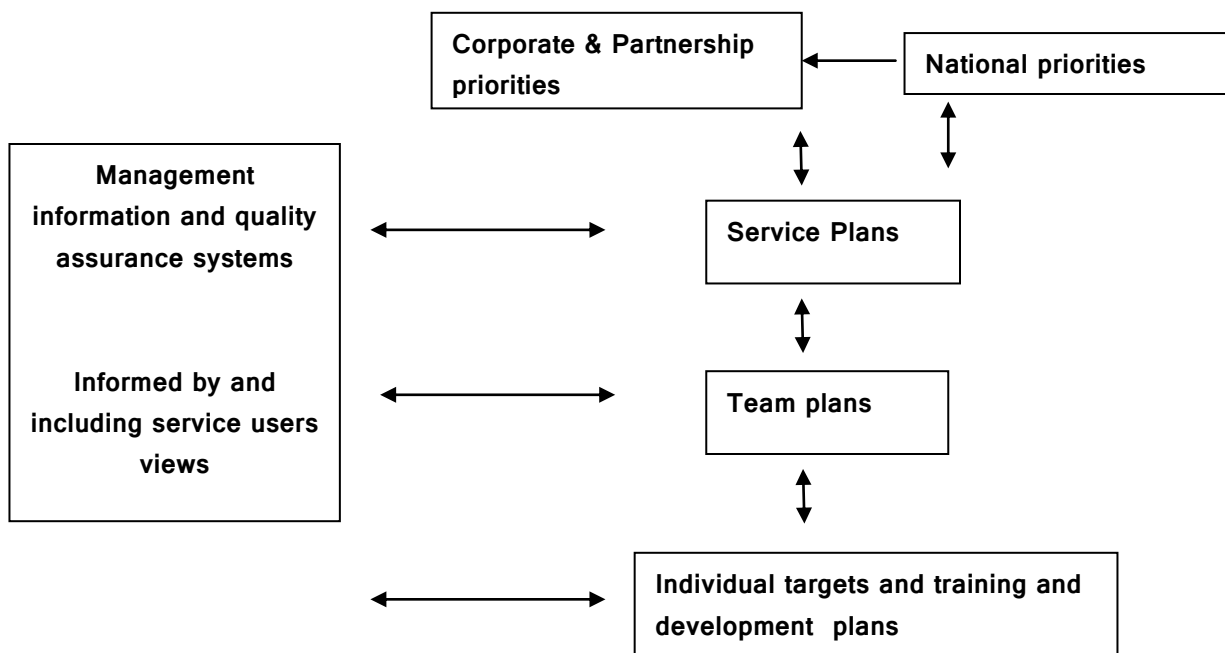
## 9. How do you know performance management is effective?

### What is performance management?

The main purpose of performance management is to ensure:

- All staff and managers know what they need to do to contribute to improving outcomes for adults and older people
- Systems are in place for managing and monitoring implementation.
- Services are of a high quality.

The diagram below outlines an example of a performance management framework.



### Key points to note :

- The diagram outlines how through the service planning process national, corporate and partnership priorities link to individual targets and training and development plans
- The arrows indicate this is both a top down and bottom up process.
- If performance management is to work well then the links between the different parts of the system need to be strong
- Management information and quality assurance systems are essential in order to ensure that priorities and targets are being delivered and services are of a high quality

Each local authority will have a system for managing performance across the council.

Performance management is a process not an event. Effective performance management is about establishing a culture within the organisation in which individuals and groups take responsibility for the continuous improvement of services.

Performance management requires that there are robust systems in place to gather and analyse a range of *management information* to ensure there is an improvement in outcomes. This should include both *quantitative* data (for example, the number of referrals received or the timeliness of social care assessment) and *qualitative* data (for example, the findings of user surveys or an analysis of complaints) which provides information on how users experience the service.

### **Why is performance management important?**

Performance management is at the heart of the modernising government agenda, as set out in the Local Government White Paper “Strong and Prosperous Communities”. The Government has developed a core data set of 198 national indicators. In each local authority, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators. This information will be published annually as part of the new Comprehensive Area Assessment (CAA). It will also be used to inform the area risk assessment, the direction of travel assessment and the use of resources assessment.

Effective performance management will help to ensure that you deliver the best services possible. It also plays an important role in local governance and accountability by allowing service users and the public to make a judgement on the services provided.

### **Key tasks for lead members on performance management**

- Requiring regular performance reports, which are focused on key service and performance targets. Performance reports should contain an analysis and commentary on statistical data and should provide a clear picture of performance. This should include information on the quantity of services, the cost of services and staffing.
- Ensuring services users and carers are involved in performance management.
- Liaising with overview and scrutiny to target key areas of concern. Making active use of the recommendations from the overview and scrutiny process

- Challenging performance through questions about current performance and setting standards.
- Ensuring that there are robust action plans in place to address underperformance, redirecting resources if required
- Being involved in the inspection process. This will involve being aware when inspections will take place, meeting with inspectors if required, reviewing the inspection report and ensuring that there is an action plan in place. The action plan should be **Specific, Measurable, Achievable, Realistic, Time-bound**.
- Following up on actions to ensure that they have led to improvement.
- Widely publicising and celebrating performance improvement

### **Where to find out more**

- CSCI information on the performance of each local authority can be accessed at:  
[http://www.csci.org.uk/professional/for\\_councils.aspx](http://www.csci.org.uk/professional/for_councils.aspx)
- The Local Government White Paper “Strong and Prosperous Communities” can be accessed at:  
( [www.communities.gov.uk/documents/localgovernment/pdf/152456](http://www.communities.gov.uk/documents/localgovernment/pdf/152456) ).
- The national indicator set can be accessed at:  
( [www.communities.gov.uk/documents/localgovernment/pdf/505713](http://www.communities.gov.uk/documents/localgovernment/pdf/505713) )
- Further information on performance management for councillors can be accessed at <http://www.idea.gov.uk/idk/core/page.do?pagelD=76283>
- Making Ends Meet – Performance management module  
<http://makingendsmeet.idea.gov.uk/idk/core/page.do?pagelD=5107306>



## 12. How do you know services are cost effective and provide value for money?

### What do you need to do to ensure services are cost effective and value for money

There are three main elements of value for money, commonly referred to as the 3 Es: economy, efficiency and effectiveness. There is a link between the 3 Es and inputs, outputs and outcomes. This is summarised in the diagram below.

INPUTS	OUTPUTS	OUTCOMES
What goes into providing the service	Measure of activity that has taken place	The impact of the services on the lives of service users. The difference made.
<b>Economy</b>	<b>Efficiency = volume of outputs divided by cost of inputs</b>	<b>Effectiveness</b>

### Why is it important for services to be cost effective and value for money

Draft guidance on the Local Government White Paper, “Creating Strong, Safe and Prosperous Communities” reiterates the duty of best value which requires local authorities to “make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of **economy, efficiency and effectiveness.**”

Use of resources is a key feature on which councils are measured as part of the Comprehensive Performance Assessment. Adults’ services are a major part of the local authority’s budget and ensuring value for money is critical to the overall performance of the authority.

Joint funding is an essential element in effective joint commissioning. Successful joint funding can help to reduce overheads and generate economies of scale, bringing greater efficiency.

The leaflet “Cost and Outcomes – Everybody’s Business”, produced by RiP for the DCSF, outlines reasons why costs are important.

[http://www.everychildmatters.gov.uk/\\_files/6426549350B886A21503551A8F4EBEF5.pdf](http://www.everychildmatters.gov.uk/_files/6426549350B886A21503551A8F4EBEF5.pdf)

#### ***Reasons Why Knowing the Cost of Any Service is Important (adapted from “Costs and Outcomes”)***

- *There is no such thing as a free service, not even if it is provided by another agency.*
- *Informed decisions can only be taken if information on costs is available.*

- *Money is relatively scarce, needs are relatively high. It is important to use money wisely and well.*
- *There is no point in complaining about lack of resources if you don't know what things cost.*
- *The Council has a responsibility to ensure best value is achieved. Costs are an integral part of these judgements.*
- *It might be possible to use less of a service and still deliver the same outcomes*
- *It might be possible to use different services which cost less and deliver as good or better outcomes.*
- *A higher cost service might deliver the results required more quickly making the overall cost cheaper.*

**Key tasks for the Lead Member in ensuing services are cost effective and value for money:**

- **Knowing the unit cost of services.**

There are a number of tools which can assist with calculating unit costs. Two examples are provided below:

Unit Costs – Not Exactly Child's Play <http://www.pssru.ac.uk/pdf/B062.pdf>

This is a guide to estimating unit costs for children's social care. The methods outlined could be adapted for other services.

The Cost Calculator <http://www.cfcfs.org.uk/>

This is a software programme designed to perform the cost calculations for children's social care. The methods outlined could be adapted for other services.

- **Knowing the cost per service user**

Many service users will draw on a range of services provided by different providers and service sectors. It can be useful to cost the package of services individuals receive.

- **Undertaking work on ensuring value for money, including knowing how costs of services compares with similar authorities.**

The Audit Commission Value for Money Profile Tool is an interactive tool which allows you to look at and compare the performance and spending of your own and other councils.

<http://vfm.audit-commission.gov.uk/HomePage.aspx>

Start with high cost services and analyse cost, quality and outcomes. Be careful not to confuse positive opinions with effectiveness

- **Begin work on the cost of producing outcomes**

It is difficult to measure outcomes in a way that we can cost their production. The Resource Allocation System used to relate the individual budget that a person should receive to purchase their own support services to their level of need provides a practical way forward. [http://www.in-control.org.uk/pages\\_dev/in\\_search\\_upload.php](http://www.in-control.org.uk/pages_dev/in_search_upload.php)

- **Checking for overlaps and duplication**  
Use the development of joint funding or pooled budgets, Local Area Agreements and/or the creation of integrated services as an opportunity for examining any overlaps and duplication
- **Using cost information to inform procurement decisions**  
Procurement decisions on who is best placed to provide services should take cost into account. These decisions will also need to consider quality and outcomes.

#### **Where to find out more on costs and value for money**

- Section 31 arrangements <http://www.integratedcarenetwork.gov.uk/icn>
- Chapter 8 of the Commissioning ebook – a web-based resource developed by the Integrated Care Network to support effective commissioning – Money Matters <http://www.integratedcarenetwork.gov.uk/betterCommissioning/index.cfm?pid=662>
- Releasing resources for the frontline: Independent Review of Public Sector Efficiency [http://www.hm-treasury.gov.uk/spending\\_review/spend\\_sr04/associated\\_documents/spending\\_sr04\\_efficiency.cfm](http://www.hm-treasury.gov.uk/spending_review/spend_sr04/associated_documents/spending_sr04_efficiency.cfm)

## **14. How do you know transition arrangements between children's and adults' services are effective?**

### **Introduction**

A number of young people who are in receipt of children's services will continue to require services when they are adults. This will involve transferring responsibility for assessing needs and providing services from children's to adults' services. The process of transfer is referred to as transition.

### **Why it is important to have effective transition arrangements**

It is essential that young people with complex needs are properly supported through their move into adult life. Young people will have been receiving services from children's services for a number of years through schools and other support services. As they move into adulthood they will make the transition to adults' services who have different statutory responsibilities. This transition needs to be managed well.

Every Child Matters (2003) and the subsequent Children Act (2004) created the integration of children's social care with education. As a result, adult social care services are now separately managed. This separation creates a new set of boundaries to overcome as well as organisational and cultural differences between services.

Councils, through their leadership role in relevant partnerships, need to build a picture of the services that people need over the course of their whole lives. They also need to be able to procure those services so that they can be delivered seamlessly to individuals.

### **Key tasks for Lead Members in ensuring effective transition arrangements**

- Listen to young people and their parents about what effective transition means to them, work with them to identify improvements and ensure they are implemented.
- Encourage the development and use of an integrated approach to individual budgets and budget holding to support transitions across children's and adults' services. For example, ensure that the way in which needs are related to budgets follows the same rationale in children's and adults' services
- Both Lead Members for children's and adults' services need to work together and give clear political leadership on effective transition arrangements work. Protocols between Lead Members and children's and adults' services might help.

- Plan ahead and start planning early (at the latest by age 14). The Lead Member for adults' services needs to know budget implications at an early stage.
- Have a 'transition pack' or 'move on' directory so people are clear how the process of transition will be managed.

#### **Where to find out more on transition arrangements**

- Growing up matters: Commission Social Care Inspection report on better transition planning for younger people with complex needs  
<http://www.lowvision.org.uk/Publications/GrowingUpMatters.pdf>
- <http://www.transitioninfonetwork.org.uk> This is a website for parents, carers and people who work with and for disabled young people in transition to adulthood.

## **15. How do you know Scrutiny is effective?**

### **What is your role?**

You do not have a right to attend Scrutiny Committee but you can expect to be there regularly. You (and the Director) will want to do the following:

- Consult early on policy proposals
- Respond to Scrutiny policy reviews
- Report progress on implementing policy and on performance

Depending on the way Scrutiny is organised, you may have a relationship with more than one Committee or Scrutiny Inquiry.

### **Why Scrutiny is important**

The Local Government Act 2000 established the scrutiny role for elected members to hold the Cabinet/Executive of councils to account, and to scrutinise the work of other agencies providing local services. There is now a clear distinction between the Executive's role in proposing and implementing policies, and the role of non-executive members in reviewing policy and scrutinising executive decisions. Local authority Overview and Scrutiny Committees have the power to require members of the Executive and officers of the authority to answer questions, and are able to invite other persons to attend meetings to give their views or submit evidence.

Scrutiny powers extend to considering matters that are not the responsibility of the local authority, but which affect the authority's area or its inhabitants. An extension of this scrutiny power is contained in the Health and Social Care Act 2001, enabling local government scrutiny of local health services. This can be helpful in relation to adult social care where services are delivered by a wide range of providers and in close partnership with the NHS and Housing.

Good Scrutiny draws on evidence and expertise from within and outside the council. It will also be challenging but should not be simply oppositional. Its conclusions should always be considered by you, and as appropriate, Cabinet and Council. Scrutiny is at its most powerful when it stands back from the detail of existing service delivery and focuses on outcomes for adults and how they can be improved.

### **Key tasks for the Lead Member on Scrutiny**

- You will want to build a constructive relationship with the Chair of the Scrutiny Committee. The Scrutiny Chair may be a member of another party or a non-

- executive member of your own party. If there are problems try informal meetings with Scrutiny Chairs.
- You can use Scrutiny to help you to understand more about issues and problems in implementing Cabinet policy. It is especially useful in focusing on difficult issues that the council will have to tackle.
  - You can also use Scrutiny to assist with solving difficulties in securing better outcomes. In particular, outcomes which depend on the role and contribution of partner agencies. For example, though Health Overview and Scrutiny.
  - You can use Scrutiny as one of the many channels to ensure that the voices of service users and carers, from all local communities, can have their say on outcomes and the services required to improve them. Following up on recommendations made by services users and carers is essential.
  - You will want to make sure that Scrutiny is able to carry out its function effectively. This will involve ensuring the Chair of Scrutiny has the induction and continuing support required to keep abreast of the wider adult social care agenda, and that sufficient resources are devoted to enable individual Overview and Scrutiny tasks to be undertaken effectively

#### **Where to find out more**

- The key source for material on effective Scrutiny, including examples of Scrutiny reviews, publications and events, is the Centre for Public Scrutiny [www.cfps.org.uk](http://www.cfps.org.uk)
- IDeA has developed a number of toolkits to assist scrutiny. There are also discussion forums and other relevant material on the IDeA website [www.idea.gov.uk](http://www.idea.gov.uk)

## **16. How do you know you have an effective relationship with your Director?**

### **What is your role?**

The Director reports to the Chief Executive and is accountable to the council. The Lead Member is the elected member from the Cabinet/Executive with the political accountability for the leadership, strategy and effectiveness of adult social care.

You will carry dual responsibilities as the lead and advocate for your service area in Cabinet, but also have collective responsibility as a Cabinet member for the whole council. This is particularly evident during the budget process as you are the lead for a major spending department. On occasion you will need to explain and defend difficult Cabinet decisions to your Director/department.

You may also have to account for your performance to the Leader and your political group as a whole, as well as compete for your role on an annual basis.

In the past, the distinction was that politicians led on policy, and Directors managed the service delivery. This has changed with Cabinet arrangements. Lead Members do not get involved in the detail of planning, budgeting and delivery but they are closely involved in large scale policy matters, should know about performance and efficiency, and be able to judge the overall effectiveness of commissioning arrangements.

You have political responsibility and accountability and your Director has professional responsibility and accountability for the effectiveness, availability and value for money of the Local Authority adults' services by:

- Devising and agreeing the overall direction, priorities and budget plans
- Agreeing outcomes and targets.
- Agreeing the council's leadership role in the wider context, including engaging with local communities
- Agreeing partnership priorities, representation and roles ie. who does what and why

### **Why this is important?**

Best practice guidance on the Role of the Director of Adults' Services refers to the role of the Lead Member for adults' services. The guidance encourages the Director of adults' services and Lead Member to establish a "framework of accountabilities for the effective discharge of functions..." In particular it identifies the need for clear protocols to be developed with the Director of children's services and Lead Member for



children's services to support joint working and a collaborative approach to ensuring positive outcomes for those who will need social care support throughout their lives.

The best practice guidance can be found by following this link:

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_4134801](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4134801)

The IDeA guide to *Inside Top Teams* says that “when local politicians and managers work together there is often a feeling that the other set comes from another planet. There is a cultural gulf between the two. Top teams will only be effective when the two groups make sense of their different views and approaches and find common ground for leading the authority”. You will need to understand and respect each other's different values, motivation, experience and priorities.

### **Key tasks for maintaining an effective relationship with the Director**

- Have a clear and written protocol with the Director which sets out your separate and shared responsibilities. Include who does what in relation to representation, visits, speeches and the media. Make sure this covers respective roles and responsibilities for ensuring vulnerable adults are safeguarded.
- Have a protocol setting out how you and your Director will work with the Director of children's services and Lead Member for children's services to ensure positive outcomes for those who will need social care support throughout their lives
- Make sure you are consulted about and involved in all the key decisions which affect adult social care.
- Make sure you are briefed on critical incidents affecting your department/portfolio.
- Expect and make sure you get a written briefing before key meetings. Ask for a pre-meeting with your Director to agree together the line you will take. Read the papers well in advance and ask about things that are not clear. Don't be bounced into decisions.
- If you feel you have a poor relationship with the Director and/or other senior manager first of all, talk to the Director candidly about your expectations of each other. If this is difficult, consider suggesting the involvement of a facilitator from an internal or external source. If you remain concerned talk to your Leader and the Chief Executive.

### **Where to find out more**

- *Inside Top Teams – a practical guide* is available via the Improvement and Development Agency website <http://www.idea.gov.uk/idk/aio/5979796>

- There are also discussion forums and other relevant material on the IDeA website [www.idea.gov.uk](http://www.idea.gov.uk)
- Statutory guidance on the role and responsibilities of the Statutory Chief Officer Post of the Director of Adult Social Services (2006)  
[http://www.dh.gov.uk/en/Consultations/Responsestoconsultations/DH\\_4134606](http://www.dh.gov.uk/en/Consultations/Responsestoconsultations/DH_4134606)

## **18. How do you know you are making maximum use of the support available?**

### **What is your role?**

The guidance on the role of the Director for Adult Social Services recognises the breadth of your responsibilities, but does not say how they should be organised. Providing you retain overall political accountability, you can be supported by one or more other elected members.

### **Why making use of the support available is important**

As lead member for adult social services you have significant and wide ranging responsibilities. For example:

- A large budget which is likely to be under pressure
- Services where all demand cannot be met and there is a complex set of processes to ration them by need and means
- Leading the improvement of wellbeing and securing improvement in the seven outcomes outlined in *Our Health, Our Care, Our Say* within the council, through local partnership and in the community as a whole. (The seven outcomes are – Improved health and emotional well-being, improved quality of life, making a positive contribution, choice and control, freedom from discrimination, economic well-being and personal dignity.)

The complexity of the role means you need good support through the political process from your Leader, Cabinet and party, from member services, and from your director and department.

### **Key tasks for making sure you are well supported**

#### **Getting started**

- Meetings with the Leader to discuss your role, agree targets, and agree how you will work together.
- Meeting with the outgoing lead member if possible to discuss the role and share learning
- Discussions with the Director(s) to establish your working relationship, how the department will support you and the nature of your contact with senior managers and services.
- Discussions with key officers to understand the council constitution, business and budget planning and legal matters.

- Make use of lead member training opportunities through the IDeA leadership academy.

### **Doing the work**

- Set priorities. These should start closest to your key political role and work outwards. You can expect the department to arrange regular briefings – hold back non-urgent matters for those briefing sessions. Your secretary will help you make best use of ICT in support of your role.
- Regular meetings with the relevant Director(s)
- Regular contact with key internal stakeholders, including the Lead Member for children's services, Chair of the Overview and Scrutiny Committee; member/democratic services; the Press Office.
- Regular meetings with your secretary to discuss how you are working and in particular your diary management
- Regular meetings with member services to discuss your support needs, allowances and ICT requirements.
- Make use of the specialist national and regional support networks for leading members involved with adults' services.

### **Handling the workload**

- Keep your priorities under review
- Negotiate deputy posts to support you whilst retaining an overview of your full portfolio and political accountability.
- If your work as a frontline councillor is suffering, remember that many lead members report this. Ask the Leader for additional support from other councillors or ask the party to assist with surgery work.

### **Where to find out more on finding support**

- The IDeA runs a range of courses through its Leadership Academy for councillors. The website also includes case studies, discussion forums and advice. [www.idea.gov.uk](http://www.idea.gov.uk)