

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	PEOPLE DIRECTORATE UPDATE		
DATE OF DECISION:	20 MAY 2013		
REPORT OF:	DIRECTOR OF PEOPLE		
<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY
None

BRIEF SUMMARY

This report briefly outlines the developments since the decision was taken to form the People Directorate and the emerging direction of travel for the services.

RECOMMENDATION:

- (i) That the Committee notes the report.

REASON FOR REPORT RECOMMENDATIONS

1. In response to a request from the Chair of the OSMC for this item to be discussed at 20 May 2013 meeting of this Committee.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. None.

DETAIL (Including consultation carried out)

3. It had been recognised that there were great opportunities for providing improved outcomes, services and cost reductions through the formation of the People Directorate. In November 2012 a consultancy was commissioned to undertake an initial piece of work to look at the framework for the establishment of the new Directorate. This has been followed up with a second more in depth review over three months exploring seven Workstreams which were highlighted as priority areas. This initial work was completed in early April 2013 and officers have spent the past month developing the full business cases and implementation plans.
4. Towards the end of the review period Alison Elliott joined the council on the 8 April 2013 as Director of People and has taken responsibility for driving forward the transformation of the services to deliver better outcomes, customer services and reduced costs.

5. The detailed review referred to above has considered seven Workstreams – Adults, Children’s, Housing, Commissioning, Customer Services, Supporting the Front Line and Organisational Design. These Workstreams had been selected from a longer list of 16 as the key priority areas for the council. For each Workstream initial outline business cases have been prepared for transforming the services along with complementary high level implementation plans. The use of external support resources delivered wider understandings of the key issues and relative costs whilst creating a momentum and appetite for change.
6. Through the exploration of the seven Workstreams it has become apparent that the areas which offer the greatest opportunities are the way services are commissioned, how we interface with customers at the ‘front door’ and the delivery of effective enabling services, particularly IT.
7. An Implementation Board and Project Teams have been established and the principle work for the remainder of the 2013/14 will be the preparation of the final business cases and implementation plans. These will define how and when the services will be transformed and it is anticipated that the target operating models will be in place by April 2014. In parallel with this work any ‘quick wins’ will be implemented however it is not anticipated that significant levels of savings will be deliverable until the summer of 2014.
8. In addition to the work being delivered as part of the transformation project the other priorities for the People Directorate identified so far include:
 - Improving Educational attainment, including attendance
 - Improving Children’s social care, with the priority being reducing the number of Children Looked After
 - Improving Safeguarding across Adults and Children’s Services in response to Working Together 2013 and impending legislative changes in Adults.
 - Reducing health inequalities
 - Maximising a range of housing options
 - Modernising the workforce
 - Implementing efficient business processes
 - Improving customer service and developing a one and done culture
 - Implementing a performance management culture
 - Building on the good partnership working across the directorate & across agencies, where there is already good energy and innovative ideas

There are also significant opportunities to remove duplication by pulling together support services across the Directorate, utilising the expertise across the Directorate, mapping the support currently being provided into families across the Directorate and Health and redesigning services to maximise resources.

9. Adult Social Care continues to place a high demand upon resources and will become increasingly challenging. Issues such as demand for services resulting from the demographic changes, capacity of the service to meet the demand, cost of both in-house and commissioned services and inflation make adult social care a challenging environment. The drive to implement the personalisation agenda poses challenges for in-house services, the way in which services are commissioned and a need for a cultural change within practice.
10. It is difficult to compare Southampton's performance in this area nationally as the performance information is poor but there are examples of good practice especially in areas of joint working with health but there are also examples of underperformance and poor practice
11. For Southampton to deliver high quality services to an increasing older and frail population the focus will need to be on developing preventative options that draw on community resilience. It is important to focus on managing demand and supporting communities to self-care. The inclusion of Public Health will support behavioural change that is necessary to maximise individuals and communities ability to maintain healthy for longer.
Southampton will need to ensure it has more effective commissioning and procurement and will need to develop the market to ensure the emergence of sustainable, creative and personalised options for individuals and communities
12. Southampton is well placed to commission integrated services across health and social care and this will need to remain a focus to ensure outcomes for individuals are improved across the whole system whilst maximising whole system resources.

RESOURCE IMPLICATIONS

Capital/Revenue

13. The resources to support the transformation of services in the People Directorate will be provided from existing budgets including the council's transformation fund.

Property/Other

- 14.. No implications at this stage

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

15. The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000

Other Legal Implications:

16. None

POLICY FRAMEWORK IMPLICATIONS

17. These will be defined as the work progresses.

KEY DECISION? No

WARDS/COMMUNITIES AFFECTED:	None directly as a result of this report
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SUPPORTING DOCUMENTATION

Appendices

1.	None
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Documents In Members' Rooms

1.	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out?	No
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Other Background Documents

Equality Impact Assessment and Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
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1.	None	
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