

## **PERFORMANCE/BUDGET MONITORING 2004 – FIRST QUARTER REPORT 2004/05**

**Report By: Performance Improvement Manager**

### **Wards Affected**

County-wide.

### **Purpose**

1. To report on the budget monitoring and the available Performance Assessment Framework (PAF) indicators position (as at first quarter). The report will also provide information about current performance management issues and initiatives within the Social Care and Housing Directorate.

### **Financial Implications**

2. As detailed in the report.

### **Background**

3. The Performance Management Framework of the Council requires reporting at 4,6,8,10 and 12 month intervals. This report covers the position for the first quarter of 2004/05. This is the provisional position as some information, measured in conjunction with health colleagues, is to be confirmed. Please note also that a number of PAF indicators are not measured for the purpose of first quarter reporting.
4. As outlined in previous reports to this Committee, the Department of Health (DH) publishes statistical information on the performance of all Social Services Departments. There is a national set of 50 indicators covering the two service groups, Adult Services and Children's Services. The DH ranks performance in five bands ranging from Band 1 - 'investigate urgently' to Band 5 - 'very good'.
5. Strategic Housing performance is monitored by Best Value indicators and regularly reported to the Government Office of the West Midlands and the Office of the Deputy Prime Minister.

### **Performance Monitoring - Social Care**

6. Overall performance is being maintained at a steady state across the Directorate. Of the 50 indicators only 26 have been measured as at the end of the first quarter. The remaining indicators are either measured annually or the bandings are not yet known. Early indications suggest that none of the indicators are in the "investigate urgently" band and seven appear in the top two bands. The detail of the performance is appended.

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Further information on the subject of this report is available from  
Andrew Hasler, Performance Improvement Manager on 01432 260655,  
Anne Silley, Finance Manager on 01432 260545  
or Sue Alexander, Head of Business Services on 01432 260069

7. Previously the indicator relating to community equipment fell within the 'investigate urgently' band, however following a concerted effort on data, quality improvements have been made. This indicator is one which we will need to keep within our sights to ensure the progress made is recognised in an improved rating, and to action creative solutions to make sure improvement happens.
8. The Annual Review Meeting with the Commission for Social Care Inspection took place in July and the Annual Performance Report was received in August. The Report recognised the endeavours of the directorate to establish underpinning measures to improve capacity and performance management. 'A great deal of effort has been involved in driving the changes, whilst maintaining the core business.' The report commended the directorate on a range of improvements but there are still challenges. Work is underway to build the necessary improvements into our planning processes. There will be feedback on the progress in future performance reports.
9. The Annual Performance Report, along with information provided in the Delivery and Improvement Statement, last years PAF indicators and findings from recent Inspections will inform the Star Ratings, which will be announced in November.

### **Performance Monitoring - Strategic Housing**

10. The detail of the housing indicators is shown in the attached appendix, including a commentary for each. It is to be noted that whilst certain indicators may appear not to be on target, it is anticipated that further progress will be seen later in the year.

### **Other Performance Developments**

11. Most of the key managers within the directorate have now attended the corporate performance management workshop entitled 'Rocket Science', thus creating a baseline of knowledge and understanding across the Directorate.
12. There are three new performance management initiatives that are currently being planned within the directorate:
  - **'Making It Real'** is a tool kit developed with support from the Association of Directors of Social Services (ADSS) and seeks to engage front line staff to understand and appreciate the importance of performance management within an operational context. A series of workshops are due to be rolled out later this year.
  - The **Herefordshire Driver** is a self-assessment tool based upon the European Foundation of Quality Management (EFQM) Excellence Model and is intended for implementation across the Council. A proposal to deliver the Herefordshire Driver by means of a series of facilitated sessions with Senior Management Team has been agreed. The sessions will take place between November and March, the findings from which will be used to inform the next round of Service Planning.
  - A new **"Health Check"** based upon Kaplans Balanced Scorecard has been developed to provide 'a means of gauging an overall impression of the directorate's capacity to deliver its objectives.' The Health Check will be reported to Directorate Management Team on a monthly basis and will be periodically made available to this Committee for information. A blank template of the Health

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Check is also appended to this report for information. At the time of writing the indicators are still being consulted upon across the directorate.

### Social Care Budget 2004/05

13. The budget for the financial year 2004/05 was set by Council on 5<sup>th</sup> March 2004. Additional resources of £1million were allocated to the Social Care programme area. In summary, after allowing for inflation the total budget available for Social Care in 2004/05 is as follows:

	£000
Base budget (after inflation)	34,805
Growth allocated	<u>1,000</u>
Total budget Social Care	35,805

The above figures include the carry forward overspend from 2003/04 of £245,000.

14. At the end of the first quarter, the projected year end position for Social Care is an overspend of £700,000. (This includes the £245,000 carried forward). The underlying trend, if no action were taken, would be for an over-commitment of over £1million, which is neither acceptable nor sustainable.
15. The last budget monitoring reports to this Committee on the 2003/04 year end position highlighted the considerable pressures which would be carried forward to the 2004/05 financial year. These pressures have emerged from rising demand and costs across both children and vulnerable adults, as follows:
- Childrens services – are experiencing higher costs in both residential and foster placements, including transport.
  - Learning Disability services – have lost some Supporting People grant and have more complex user needs to meet
  - Mental Health services (integrated with the Primary Care Trust) are experiencing increased demand
  - Self Funders – the number of people who have previously funded their own care and are expecting assistance from the Council has increased considerably
16. Robust management action is currently being taken to rectify the position. This will have an impact on the capacity to deliver services.

### Strategic Housing Budget 2004/05

17. The 2004/05 budget for Strategic Housing is £1,260,000. In addition, an underspend of £60,000 was carried forward from 2003/04, making the total budget £1,320,000.
18. The projected year end position is a balanced position reason, after incorporating the 2003/04 underspend. The risk area is spend on homelessness.

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## RECOMMENDATION

- THAT (a) the report on performance and budget monitoring be noted;  
and  
(b) areas of concern continue to be monitored.

## BACKGROUND PAPERS

- None

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