

PERFORMANCE MONITORING 2004

Report By: Performance Improvement Manager

Wards Affected

County-wide

Purpose

1. To report on the available Performance Assessment Framework (PAF) indicators position (as at second quarter) and provide information about current performance management work within the Social Care and Strategic Housing Directorate.
2. In addition this report includes a summary analysis about the Commission for Social Care Inspection's (CSCI) star ratings.

Financial Implications

3. There are no direct implications, however, top performing authorities will be rewarded by the relaxation of government grant conditions.

Background

4. The Performance Management Framework of the Council requires reporting to Scrutiny Committee at 4, 6, 8, 10 and 12 months. This report covers the position for the second quarter of 2004/05 compared with the first quarter and the 2003/04 out-turn. This is the provisional position as some information, measured in conjunction with health colleagues, is to be confirmed.
5. 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'.
6. 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.

Social Care

7. Overall performance is being maintained at a steady state across the Directorate, although there are one or two areas in which we are potentially vulnerable. Indications at the end of quarter two suggest that two adults indicators are in the "investigate urgently" band. These are: 'Older People Helped to Live at Home' (C32) and 'Acceptable Waiting Time for Assessments' (D55). Actions are in place to remedy these areas, including information recording.
8. Nine of the indicators appear in the top two bands. The detail of the performance is given in the attached Appendices.

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

9. The Annual Performance Report by the CSCI, along with information provided in the Delivery and Improvement Statement, last years PAF indicators and findings from recent Inspections were all used to produce the CSCI's Star Ratings, which were announced in November. Herefordshire has been rated as a One Star authority, which whilst a disappointing result has helped to identify our key areas for improvement. A summary analysis of the Star Rating outcome is appended.
10. In a recently produced 'ranking report' produced by Cordis Bright, Herefordshire was ranked as 92 / 150 against PAF requirements. For Children's Services the Council was ranked as 40th and for Adult Services 114th.

Strategic Housing

11. 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

Rocket Science

12. By January 2005 all key managers will have attended the corporate performance management workshop entitled 'Rocket Science'.

Health Check

13. As reported last month, the Directorate has begun a new monthly monitoring system based on the Balanced Scorecard. This considers a number of key areas across the Directorate, with the intention of giving 'an overall impression of the Directorate's capacity to deliver its objectives.' The new approach is being introduced incrementally and targets will be set against the indicators in the New Year.

Service Planning

14. The Council is about to begin its season of Service Planning in line with the Corporate Plan. Service Planning represents a significant part of the performance management framework and as such provides an opportunity to align operational practice with identified needs and performance indicator requirements. In order to ensure that Service Plans enable effective performance management, the Information Section are facilitating planning sessions with Operational Managers, to continue enhancing the performance culture across the Directorate. The feedback from the Council wide audit of service plans suggests the standard of this Directorate is high.

PAF 'Book'

15. The Information Section is currently in the process of developing a PAF 'Book'. This will include the definitions of all the indicators, along with details of permissible data, the protocols and procedures for data collection and named operational and support officers with responsibility for the indicators. The Book will provide clarity and a better understanding of PAF requirements for all Social Care managers.

RECOMMENDATION

- THAT (a) the report on Herefordshire Social Care and Strategic Housing performance be noted;**
- and**
- (b) areas of concern continue to be monitored.**

BACKGROUND PAPERS

- None

Summary Analysis of Star Ratings

Introduction

1. This report has been produced to provide a context for the Star Rating regime, an explanation of the judgement process and to identify some of the areas in which the service is potentially vulnerable.
2. Star Ratings were first introduced in May 2002 as a response to the Government's intentions to drive up standards and hold Councils with Social Services Responsibilities (CSSRs) to account. The ratings summarise the CSCI's independent judgements of performance, on a scale of zero to three stars. Supporting this, separate judgements for services for children and services for adults are also given.

The Process

3. CSCI judgements are made against nationally applied standards and criteria for performance assessment, covering both current performance and capacity for improvement. The strengths of the year's performance and area for future development are summarised separately for children's and adult's services. Summaries of the evidence of capacity for improvement are also agreed. Both are linked to the standards and criteria that will form the basis of the rating judgements. The judgements for Children's and Adult's services are weighted equally.
4. Performance ratings are a product of a wider performance assessment process bringing CSCI and the Council into continuous contact throughout the year. Assessments include evidence from inspections and joint reviews, monitoring, performance indicators and other admissible evidence, to form an overall picture of performance over time on both qualitative and quantitative aspects of performance.
5. Judgements are not arrived at by numerical summation or formal weighting. The essence of the approach is that it includes an element of judgement. The Business Relationships Manager (Lynette Ranson) will have evaluated the performance of the Council, considering the Service's improvement plans and recent performance, using all the evidence available, including the Delivery and Improvement Statement (DIS).
6. Current performance is judged under the heading of 'Serving People well' against four categories; Yes, Most, Some and No. Capacity to Improve Services is also judged against four categories; Excellent, Promising, Uncertain and Poor. Current performance (Serving People Well) is weighted more heavily than Capacity to Improve, although where improvement can be demonstrated as excellent, this can tip the balance.

Star Rating Performance

The Star rating for 2003-04 is:

Herefordshire	Adults		Children		Star Rating
	Serving Adults well	Capacity to improve Adults services	Serving Children well	Capacity to improve Children's services	
2004	Some	Promising	Some	Promising	One

Brief Analysis

- Following the Annual Review Meeting, CSCI forward a letter to the Council, which highlights performance strengths, areas for development and priorities for improvement for the coming year.

Key Issues

- A number of issues were highlighted in the Performance Review Report as areas for improvement. These included:

Children's Services

- High numbers of Looked After Children compared with other Councils.
- Fewer adoptions
- High cost of out-of-county residential placements
- Too few foster carers
- Statutory reviews of Looked After Children not within time-scale.
- Looked After Children not achieving sufficient educational attainments
- High school attendance absences by Looked After Children
- Concern over long-term stability
- Need for improvements in transitions arrangements for Children with disabilities.
- High level of re-registrations on the Child Protection register.
- Need to improve referral, assessment and care planning arrangements.
- Need for a multi-agency Commissioning strategy.

Adults

- Low out-turn for Intensive home care compared with national target.
- Too few older people helped to live at home.
- Unit cost of home care is in the highest 3%.
- High cost of residential placements.
- High number of people with learning disabilities in residential care.
- Need for a clear Commissioning Strategy. Timeliness of installation of community equipment.

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

- ❑ Reviews of services are low against comparators.
- ❑ Need to improve provision of assessment to carers.

Cross-cutting

- ❑ Funding
- ❑ Recruiting and retaining appropriate staff.

Summary

9. CSCI will agree with the Council strategies for improvement. This is the Council's opportunity to look to enhance its capacity to improve figures for next November.
10. In order to ensure improvements on the children's performance, the Service has examined the relevant indicators and has a plan to secure as much improvement as possible.
11. Although it is disappointing to have lost a star in this round of ratings, the Service has much to be proud of and is clear how to make improvements. This is demonstrated in the improvement in the adult services. The objective is to return to a "most" and "excellent" position in children's services next year.