

PERFORMANCE MONITORING 2004/2005

Report By: Performance Improvement Manager

Wards Affected

County-wide

Purpose

1. To report on the available Performance Assessment Framework (PAF) indicators position and provide information about current performance management work within the Social Care and Strategic Housing Directorate.

Financial Implications

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

Background

3. The Performance Management Framework of the Council requires reporting to Scrutiny Committee at 4, 6, 8, 10 and 12 months. This report covers the latest position prior to the final outturn figures, which will also be reported to the Department of Health. This is the provisional position as some information, measured in conjunction with health colleagues, is to be confirmed.
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.

Social Care

6. Overall performance is being maintained at a steady state across the Directorate, although there are two areas in which we are potentially vulnerable. Current indications are that there are two adults indicators that are in the "investigate urgently" band. These are: 'Older People Helped to Live at Home' (C32) and 'Acceptable Waiting Time for Assessments' (D55). Operational managers are aware of the situation and actions are being taken to try and improve these areas.
7. The detail of the performance is given in the attached Appendices.

Strategic Housing

8. 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

Service Planning

9. The current round of Service Planning is coming to an end. The Service Plans have been developed in line with the Corporate approach and are now more closely aligned to the national objectives set within the Delivery and Improvement Statement. A regular programme of monitoring the plans will be established through the Directorate Management Team.

Delivery and Improvement Statement

10. The Spring Delivery and Improvement Statement (DIS) is expected to arrive on 1st April and must be completed by the end of May. This represents a significant piece of work across the Social Care Divisions within the Directorate. The DIS includes the outturns and achievements from last period, projections for the next six months and details the strategies, risk management action and contingencies that we will put in place.
11. The DIS is returned to the Commission for Social Care Inspection who is responsible for assessing the Directorate's overall performance.

"Making it Real"

12. In order to raise awareness about performance management across the Directorate and to enable and empower operational teams to take more control over their performance, a series of "Making it Real" workshops have been facilitated across the Directorate. There has been broadly a positive response to these sessions, which has enabled some very useful feedback about actions needed. An update will be made at the meeting.

Herefordshire Driver

13. Work using the Council's Herefordshire Driver tool has also recently been completed, which has provided both a senior management and operational team perspective as to how well the Directorate is performing against a set of components; Leadership (Do we provide effective leadership?), Policy and Strategy (Where are we going?), People (Do we manage our own people well?), Partnerships and Resources (Do we make the best use of our resources and partnerships to deliver our services?) and processes (How do we do things?)
14. The findings from both the Making it Real and Herefordshire Driver exercises, along with the feedback from the Staff Opinion Survey are being used to establish a set of Senior Management Team Commitments for the forthcoming year. These will be regularly reviewed and will demonstrate a positive means of responding to Directorate-wide feedback. A verbal report will be given to the meeting.

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