

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 – Adults Division and Strategic Housing Division.

Financial Implications

- 2 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 broadly covers the final “year end” position for 2004/05 that will be reported to the Department of Health – there are a few indicators that are still being calculated and checked at the time of writing this report. The majority of cost and efficiency indicators are reported on the EX1 return in July.
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. There are 26 indicators in the Adult Group. 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 Adult Services and Strategic Housing. At the time of writing the report, there are no indicators that are in the “investigate urgently” band. Four of the indicators have seen improvements in band ratings, whilst two have lost blobs. These are: ‘Adults with Physical Disabilities Helped to Live at Home’ (C29) and ‘Older People Helped to Live at Home’ (C32). This is due to changes in the criteria for the data which can be included.
7. The detail of the performance is given in the attached Appendices.

Strategic Housing

8. The detail of the housing indicators is also appended, 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.
9. There is a considerable increase in homelessness and a particular issue regarding the use of Bed and Breakfast accommodation. There need to be an urgent action plan to improve prevention and this will include bringing the Homelessness Agency team back into the Council.

Other Performance Developments

Delivery and Improvement Statement

10. The Spring 2005 Delivery and Improvement Statement (DIS) arrived nearly two weeks later than expected and was completed on time and submitted to the Commission for Social Care Inspection on 31st May.

“Making it Real”

11. 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.

Senior Management Commitments

12. In response to the Staff Opinion Survey, Herefordshire Driver and the ‘Making it Real’ tool kit, the Senior Management Team within Social Care and Strategic Housing have agreed to a set of Commitments for the forthcoming year. These will be monitored during the year and the findings from the next round of staff opinion surveys used to judge progress. These are also appended.

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

	COMMITMENTS
1	Communication - All members of SMT will deliver the Team Briefing face to face in Team Meetings for their direct line reports and provide feedback to SMT.
2	Recruitment and Retention - All members of SMT will routinely monitor vacancies and staff absences within their area of responsibility and take action, as appropriate.
3	Supervision / SRD - All members of SMT will undertake Supervision for their staff in accordance with the new guidance and ensure that staff receive annual SRD.
4	ICT - Members of SMT will agree a set of minimum standards in relation to ICT – access, allocation of equipment and usage.
5	Training - All members of SMT will contribute to the development of a Directorate-wide training plan, which will be available on the intranet.
6	SMT Involvement with front-line - Each member of SMT will arrange to shadow front-line staff across the Directorate x two half days per annum.
7	Resources - All members of SMT will involve their first line managers in decision-making around Budget Management as a continual process throughout the year.
8	Monitoring against Service Plans - All members of SMT will provide feedback against Service Plan objectives and actions to their teams.