

PERFORMANCE/BUDGET MONITORING 2005/2006

Report By: Performance Improvement Manager

Wards Affected

County-wide

Purpose

1. To report the position on a selection of priority Performance Indicators and provide information about current performance management work within the Adult Social Care and Strategic Housing Divisions within the Adult and Community Services Directorate. An update will also be given on the budget monitoring position.

Financial Implications

2. No financial implications.

Background

3. The Performance Management Framework of the Council requires reporting to Scrutiny Committee at 4, 6, 8, 10 and 12 months. This reporting format has been produced to provide coverage and commentary about a selection of Performance Assessment Framework and Best Value Performance Indicators, many of which are included within the Corporate Plan and are reported in line with the Annual Operating Plan requirements. Issues, challenges and concerns relating to the Performance Indicators will be reported on an exception only basis, when activity levels are not in line with the planned targets.
4. The detail of the performance for each Service Block is given in the attached Appendices.

Overall Comment

5. A number of Performance Indicators are not predicted to reach planned targets – this is partly due to the difficulties with data interrogation part way through the year and the ongoing difficulties of reconciling information using the client index (CLIX) system.

Other Performance Developments

6. The draft Report of Performance Assessment from the Commission for Social Care Inspection has recently been received, following the Annual Review Meeting in July 2005. Once it is finalised, this will be presented to Cabinet and a future meeting of this Scrutiny Committee.

7. In response to the under performing indicators, a series of 'performance clinics' with the Divisional Management Teams have been established. Responsible managers will be allocated for the ten Adult Social Care indicators to instigate an action plan for recovery.
8. The financial implications of increasing performance will be scoped and will form part of the budget planning process for 2006/07, linking to the Annual Operating Plan.
9. In September 2005 the Chief Executive received a letter detailing that Herefordshire's Housing Strategy 2005 – 2008 was deemed 'Fit for Purpose' when assessed against criteria published by the Office of the Deputy Prime Minister. The Government Office for the West Midlands will now work with the Council and monitor the achievement of outputs identified in the plan.

Budget 2005/06

Social Care

10. The projected outturn for Social Care, reported to Cabinet on 1st September 2005, is an overspend of £584,000 in year, i.e. before the carry forward overspend of £714,000 from 2004/05 is taken into account.
11. The report to Cabinet on 19th May 2005 set out the factors that led to an overspend on the social care budget in 2004/05. A further report on 23rd June 2005 on the 2005/06 budget set out the pressures on the budget. The budget and overspending brought forward from 2004/05 has not yet been disaggregated into Children's Services and Adult and Community Services components. This work is in progress.
12. The Director of Adult and Community Services reported the concern on the adult social care budget at Cabinet on 1st September 2005, and an independent review has been carried out. There will be a further report to Cabinet in November 2005.

Strategic Housing

13. The projected outturn for Strategic Housing reported to Cabinet on 1st September 2005 indicated an overspend of £497,000. The overspend is entirely owing to the cost of temporary accommodation for those people presenting themselves as homeless. This has previously been identified as a high risk area, subject to unpredictable demand.
14. The change manager to bring homelessness services in house is now in place, and the recruitment process is underway for the appointment of homelessness prevention officers.

RECOMMENDATION

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

Background Papers

- None identified

(c) **Appendix One – Adult Social Care**

PAF	BVPI	Local Indicator	Definition	04-05 Out-turn	Target	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Status
C28	53		Intensive Home Care	5.9	9	N/A	5.9	-	-	☹
C29	0		People with Phys Disability helped to live at home	4.2	4.2	N/A	2.9	-	-	☹
C30	0		People with LD helped to live at home	2.2	2.8	N/A	2.1	-	-	☹
C31	0		People with M/H helped to live at home	2.8	3	N/A	3.2	-	-	☺
C32	0		Older people helped to live at home	64	80	N/A	54	-	-	☹
C51	201		Direct Payments	60	100	N/A	61	-	-	☹
C62	0		Carers assessed and in receipt of a service	1.8	2	N/A	2.6	-	-	☺
D54	0		Percentage of equipment delivered within seven days	81	86	N/A	64	-	-	☹
D55	195		Acceptable waiting time for assessments	70	81	N/A	55	-	-	☹
E50	0		Assessments of adults and older people leading to a service	27	70	N/A	84	-	-	☺

Success Stories

There have been improvements in assessments of adults and older people. This is due to the appointment of Customer Service Officers who are able to advise callers if they are likely to be eligible for service and signpost them to alternative services if necessary.

Performance on carers assessed and in receipt of service has improved. A recent appointment of a carer's partnership officer has raised the profile and quality of assessments.

STARRS have leased a van to enable their Occupational Therapist to carry a float of stock, which helps to reduce journeys and provide instant delivery of certain equipment to meet needs immediately.

Welfare Rights are looking at a joint team structure with the Department of Works and Pensions – this will prevent duplicated work and will release social worker time to deal with front line issues.

Block contracts are being developed to ensure greater control over the market place and providers – this will lead to greater stability for providers which in turn will improve the numbers and quality of care for people helped to live at home.

Proposals for Care Pathways - working collaboratively with Herefordshire Hospitals Trust and the Primary Care Trust to enable forward planning to minimise the reliance upon long term residential care – this enables greater effectiveness and efficiency, along with an improved outcome for service users.

The transfer of the Council's care homes for older people to SHAW Health Care has created capacity at service manager level to develop a prevention strategy. Linked with the new senior management structure bringing universal services together with social care, this strategy will assist helping more older people to continue living at home.

Issues, Challenges and Risks

The inadequacy of CLIX system is now seriously hampering the ability to present accurate data to monitor performance.

A number of performance indicator targets are presenting challenges. Continuing budget pressures are making it difficult to achieve targets. Consideration of the cost of achieving planned targets is one of the key challenges. Changing demographics are also contributing to the difficulties. The Learning Disabilities Change programme has still to influence the helped to live at home indicators.

Appendix Two – Strategic Housing

PAF	BVPI	Local Indicator	Definition	04-05 Out-turn	Target	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Status
	64		Number of private sector dwellings returned to occupation	33	45	14	-	-	-	☺
	183a		Average length of stay for Families with Children in B&B	4	0	9	-	-	-	☹
	183b		Average length of stay for Families with Children in hostel accom	15	12	20	-	-	-	☹
	202		Number of people sleeping rough	0	0	0	0	0	0	☺
	203		% change in Families with Children in temporary accom compared to previous year	14.40%	0%	21.15%	-	-	-	☹
	213		Number of homeless households where casework resolved situation	0	No target	0	-	-	-	
	214		% households accepted as homeless who have been previously accepted within last 2 years	0	2.00%	2.61%	-	-	-	☹

Success Stories

Focus on the homelessness agenda and agreement by Cabinet to an action plan, including the appointment of a Change Manager and Homelessness Prevention Officers.

Homepoint's planned software upgrade to improve service delivery and reporting.

Issues, Challenges and Risks

Bringing the Home Improvement Agency and the Homelessness and Housing Advice Service in house will be a challenging opportunity over the forthcoming months.