



---

**Quarterly Corporate Performance Management Report  
Summary for  
Select Committee on Health and Adult Social Care  
Quarter 3 (October to December 2009)**

---

# Quarterly Corporate Performance Management Report

## Contents

<b>Section 1: Introduction</b>	<b>Page 3</b>
<b>Section 2: Performance Summary Quarter 3 2009/10</b>	<b>Page 4</b>
<b>Section 3: Reporting on Council Action Plan Priorities</b>	<b>Page 6</b>
Caring Matters Quality Service Matters	
<b>Section 4: LPSA 2 Stretch Targets</b>	<b>Page 12</b>
<b>Section 5: Partnership Working Progress Report</b>	<b>Page 14</b>

# Section 1

## Introduction

This Summary is taken from the third Quarterly Corporate Performance Management Report of 2009/10 highlighting performance for the period October to December 2009.

Following consideration by Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet, the full report is made available to the public via the internet.

The main body of the report focuses on the six key themes contained in the Council Plan and progress against the key performance indicators and activities used to determine our delivery of Council priorities is included in **Section 3**. Following the recent revision of the Risk Management Guidance, risk monitoring aligned to Council Plan priorities, will be on an exception basis only. Council Plan risks will be included only when they show a 'major' risk rating.

A performance summary, incorporating the key service achievements and issues affecting Dudley MBC during quarter 3, is included in **Section 2**.

**Section 4** provides latest performance information on the LPSA 2 stretch targets attracting reward grant.

**Section 5** gives a progress report on the Council's partnership working.

To view copies of all Quarterly Corporate Performance Management Reports please use the link below:

<http://www.dudley.gov.uk/council--democracy/performance-matters-in-dudley/performance-reporting>.

## **Section 2**

# **Performance Summary**

### **Quarter 3 2009/10**

This section summarises the performance information and key achievements and issues affecting health and adult social care in Dudley that are addressed in detail in the main body of the report.

Dudley MBC was judged the best performing local authority in the West Midlands in the organisational assessments published in December 2009. Across scored categories of the organisational assessment, the Council performed 'well' in four and 'adequately' in the remaining one. The organisational assessment, along with those of partner agencies, contributes to the Comprehensive Area Assessment (CAA) which judges services delivered to people across the Borough.

The CAA gave a positive assessment of services received by people in Dudley and there were no areas for concern. We have been advised by the Audit Commission that focus for the CAA in 2010-11 will be on the contribution of partners in the areas of jobs, skills and regeneration, health inequalities and the public perception of services. Work has already started to consider our response.

There follows a brief summary of performance by relevant Council Plan theme, including significant achievements and challenges. The detail behind these headlines is included in Section 3 of the report.

## Quality Service Matters Performance Review – Quarter 3

### **Achievements:**

- Progress in the development and implementation of Dudley's approach to transforming Social Care continues in the ongoing development of individual budgets, a public information system for TSC linked to the Library Service, a Self Directed Care Pathway Develop Resource Allocation System and the agreement that the Queens Cross Action Team will develop into a User Led Organisation.

(See page 11).

## Section 3

# Reporting on Council Action Plan Priorities for 2009-10

The 2009 review of the Council Action Plan 2010 sets out the Authority's priorities for 2009-10. It outlines how we are planning to meet the aspirations of the Community Strategy and the challenges of the Next Generation Local Area Agreement.

This section provides a detailed review of the progress of the key performance indicators and activities contained within the Council Action Plan, plus an assessment of the risks to the delivery of the Council's priorities where the net rating is 'major'.

Traffic light status indicators are used to denote performance as follows:

In terms of the **key activities** they represent the following progress:

-  Good (ahead of schedule)
-  Fair (on schedule)
-  Poor (behind schedule)

*NB: The Directorate of Children's Services provide narrative only and do not apply a performance alert.*

For **key performance indicators** they represent performance as:

-  Better than target limits
-  Within target limits
-  Worse than target limits

*NB: A zero tolerance has been set for the target limits of key performance indicators with a stretch target.*

Comments are included for key performance indicators where performance is below target limits or where additional intelligence is available.

Comparator data against all England councils and Metropolitan councils is included where available. The figures were taken from Oneplace, the website launched to provide information to the public on the Comprehensive Area Assessments published in December 2009.

**Direction of travel** arrows compare performance for the latest year with the previous year:

-  Improving
-  No change
-  Deteriorating

Dudley is also **ranked** against all England and Metropolitan councils. The rank calculation uses the Microsoft excel method of working out percentiles. It orders the data from highest to lowest value and assigns a percentage to each value.

The **average** figures are also shown for all England and Metropolitan councils for information. This represents the mean unless otherwise stated. The calculation is arrived at by adding up all areas' values for the performance indicator and dividing by the number of values available. Where an area does not have data in the range (that is; if the value is missing or not available) it is not used as part of this calculation.

For further information visit the Oneplace website at:

<http://oneplace.direct.gov.uk/infobyarea/region/area/Pages/areaoverview.aspx?region=55&area=340>

Use the link below to view the Council Action Plan 2010 and the 2009 review:

<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/councilplan>

## Caring Matters Priority CM3 – Safeguarding vulnerable people

### Outcome 1 Helping and supporting Dudley Borough residents to live fulfilled and independent lives

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DACHS	C3.1a	Improve carers' involvement in planning and consultation	●	●	●	<ul style="list-style-type: none"> <li>Carers Strategy refresh and Carers Awareness training developed in full consultation with carers.</li> </ul>	Alan Dennett
DACHS	C3.1b	To implement the revised and updated Learning Disability Strategy based on the Valuing People Now priorities	●	●	●	<ul style="list-style-type: none"> <li>Please refer to December 2009 update on the Action Plan.</li> </ul>	Ann Parkes
DACHS	C3.1c	To implement the Action Plan from the Learning Disability Joint Review	●	●	●	<ul style="list-style-type: none"> <li>Please refer to December 2009 update on the Action Plan.</li> </ul>	
DACHS	C3.1d	Increase the number of people with learning disability in paid employment in line with the LAA target	●	●	●	<ul style="list-style-type: none"> <li>LAA target has been met up to Oct 2009, though we are behind target on National Indicator 146. Successful bid to fund two regional events in partnership with BILD focusing on self-employment.</li> </ul>	Ann Parkes
DACHS	C3.1e	Reconfiguration of care homes and of Care at Home (DMBC)	★	●	★		Brian Nesbitt
DACHS	C3.1g	Review of Older People's Strategy	●	★	★	<ul style="list-style-type: none"> <li>Focus groups and consultation underway.</li> <li>Strategy on target for Cabinet approval March 2010.</li> <li>Report shared with Health Improvement Modernisation Management Team (HMMIT) in January 2010 and outline strategy going to HMMIT in February.</li> </ul>	Alan Dennett
DACHS	C3.1h	Re-align services to meet the future needs of clients (dementia) – residential care	▲	●	●	<ul style="list-style-type: none"> <li>Shenstone and Russell Court are designated internal homes specialising in dementia care.</li> </ul>	Brian Nesbitt

## Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DACHS	NI 130 NGLAA	% social care clients receiving self directed support (personal budget/direct payment) (In 2008/09 this was reported nationally as per 100,000 population)	15%	9.4%	-	10%	-	11%	10.7%	●	-	-	↗
											In best 10%	In best 10%	
DACHS	NI 133	% of new clients (for 2008/09 adults aged 65+, from 2009/10 adults all ages 18+) for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks	93%	97%	●	95%	●	93%	94%	●	90.85%	89.14%	↗
											Average	In best third	
DACHS	NI 135	The number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a % of people receiving a community based service in the year	25%	18%	-	21%	-	22%	32%	★	22.98%	25.42%	↘
											Average	Average	
DACHS	NI 136	Number of adults all ages per 100,000 population that are assisted directly through social services assessed/care planned, funded support to live independently, plus those supported through organisations that receive social services grant funded services	4000	3572	-	3604	-	3750	3617	●	Not calculated		
DACHS	NI 145	% of adults with learning disabilities known to councils with Adult Social Care Responsibilities (CASSRs) in settled accommodation at the time of their assessment or latest review	70%	65%	-	71%	-	70%	69%	●	69.75%	71.64%	Not calculated
											In best 20%	In best 20%	
DACHS	NI 146	% of adults with learning disabilities known to councils with Adult Social Care Responsibilities (CASSRs) in paid employment at the time of their assessment or latest review	4.1%	1.4%	●	1.4%	▲	3.1%	1.4%	▲ See comment below	8.95%	6.68%	Not calculated
											In worst 20%	In worst third	

Direct.	Ref.	Definition	▲ Comment
DACHS	NI 146	% of adults with learning disabilities known to councils with Adult Social Care Responsibilities (CASSRs) in paid employment at the time of their assessment or latest review	NI 146 is a new indicator relating to the number of adults with learning disabilities in paid employment at the time of their assessment or review. Currently there are a total of 12 clients in paid employment with the majority part-time equating to a PI value of 1.4%. This is 2.7% lower than the 2009/10 target of 4.1%. However, there is now a Job Coach who has supported additional clients into employment. Also recruiting for another Job Coach which will improve performance further.

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DACHS	NI 139 NGLAA	% of people surveyed who think older people receive the information, assistance and support needed to live independently at home (Place Survey)	n/a	34.2%	<ul style="list-style-type: none"> <li>The Place Survey is biennial.</li> </ul>	30.42%	31.62%	Not calculated
						In best 20%	In best 20%	

## Outcome 2 Vulnerable people safe, sound and secure in their homes

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DACHS	C3.2a	To implement the Action Plan for Safeguarding from the Adult Social Care Inspection	●	●	●	<ul style="list-style-type: none"> <li>Please refer to update on Safeguarding Action Plan December 2009.</li> </ul>	Richard Carter
DACHS	C3.2b	To support people to return home to contribute to reduced hospital admissions	●	●	●	<ul style="list-style-type: none"> <li>Report of work with PCT (Beacon and Castle &amp; Moss Grove) scheduled for February 2010.</li> </ul>	Anita Hughes

## Quality Service Matters Priority QSM5 – Value for money

### Outcome 2 Transforming services and value for money

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DACHS	Q5.2a	Develop and implement Dudley's approach to transforming Social Care	●	●	●	<ul style="list-style-type: none"> <li>• <i>Continue the development of individual budgets (previously the In Control project) as part of the overall Directorate implementation plan for Transforming Social Care</i> - As well as DACHS staff who will contribute to the development and delivery of personalised services consideration needs to be given to the relevant staff in the NHS, private, independent and voluntary sectors, carers and the new workforce of personal assistants and support workers employed by people with individual budgets.</li> <li>• <i>Develop a public information system for TSC linked to the Library Service.</i> - The Directory of Services as part of the wider transformation agenda is being developed. The aim is to set up a database of local resources and services and for it to be available online. This process is ongoing.</li> <li>• <i>Design and implement Self Directed Care Pathway</i> - The roll out of Self Directed Support started in October with Dudley Older People and Physical Disability team, Learning Disability Services and two of the Community Mental Health teams are also involved. Assessments are being targeted by service users new to the department initially. Prior to the roll out, following further consultation with relevant stakeholders – staff, users and carers, some changes were made to the assessment form. Evaluation questionnaires for both service users, carers and staff have been developed.</li> <li>• <i>Develop Resource Allocation System</i> - Currently 35 service users have completed Self Directed Support assessments, which incorporates the Resource Allocation System. As these people are currently going through the reablement process there is only an indicative budget identified. However, in the near future several people will be completing reablement and indicative amounts calculated using the new RAS will be used in order to help the development of a support plan.</li> <li>• <i>Develop User Led Organisation</i> - The Queens Cross Action Team agreed to develop into a ULO. Meeting to take place 11th January to discuss this. A consultation event will be held on Saturday 6th February 2010 to see which other user and carer groups are interested in the formation of ULOs. This event will be held at Dudley College.</li> </ul>	Linda Sanders

## Section 4

# Local Public Service Agreement 2

## Stretch Targets

The 2007/10 Local Area Agreement (LAA) was superseded in May 2008 by the Next Generation Local Area Agreement (NGLAA). It has been confirmed by Government, however, that they will honour all commitments arising from the stretch targets negotiated as part of the 2007/10 LAA. As such, our existing 14 targets highlighted in the following tables will continue to attract the Performance Reward Grant (PRG) originally agreed and it is therefore important that we continue to resource, deliver and monitor their progress.

The 14 targets are supported by 28 indicators and they are distributed across thematic partnerships as follows:

- Health & Wellbeing Partnership – 1 target supported by 1 indicator
- Children's Trust – 5 targets supported by 9 indicators (5 reported on once a year, i.e. either financial or academic year)
- Stronger Group – 1 target supported by 5 indicators (all reported on annually)
- Economic Development & Regeneration Partnership – 2 targets supported by 4 indicators
- Safe & Sound Partnership – 5 targets supported by 9 indicators

Traffic light indicators denote latest performance as follows:-

 Better than target limits

 Within target limits

 Worse than target limits

*NB: A zero tolerance has been set for the target limits of these indicators.*

Those marked **KPI** are Key Council Plan Performance Indicators included in **section 3**.

Use the link below to access further information on the 2007/10 LAA and current NGLAA:-

<http://www.dudleypsp.org/local-area-agreements>

## 1. Health & Wellbeing

Indicator	Latest Performance Q2 2009/10			Cumulative Target	Cumulative Actual	% of cumulative achieved to date	Final 3 year Target	Final 3 year 60% Target
	Target	Actual	Status					
<b>HCOP08.2b</b> Number of smokers who attended NHS Cessation Service in Dudley who remain quit at 4 week review	656	610	▲	6207	5918	95.34%	7520	6720

Data for the third quarter of 2009/10 was not available when this report was compiled, however as at the end of quarter 2 2009/10 (31/09/09) performance was 146 quitters behind the quarterly stretched target and 190 behind the cumulative year to date stretch target. The cumulative three year agreement position is that a total of 5918 quitters have been achieved against the cumulative target of 6207, 289 behind target which equates to 95.34% of the cumulative target. This is a worsening position from the quarter, and in order to achieve 100% PRG a further 2002 quitters need to be achieved during the last two quarters (i.e. an average of 1001 per quarter). If progress continues consistently with this position, this target is likely to earn £676,914 PRG (95.34% of total £710,000).

The Tobacco Programme Manager from the Department of Public Health within Dudley PCT has reported they have implemented a recovery plan to ensure successful 100% achievement of their target and historically quitting rates are highest during the winter months and particularly in quarter 4 (post Christmas & New Year).

# **Section 5**

## **Partnership Working Progress Report**

### **February 2010**

This section is intended to give an overall picture of developments with the Council's partnership working.

#### **Partnership Evaluation**

The Council's most significant partnerships have been engaged in the annual programme of self evaluation, and this has now been completed with the following results. 14 evaluations have resulted in the agreement of a green status or equivalent, 2 have resulted in amber, and in all cases improvement plans are being implemented to ensure that best practice is evident throughout or partnership working.

#### **Partnership Strategy Development**

The Council's Partnership Strategy was published in 2004, following which a number of revisions and updates have been made to parts thereof. Work is now underway to produce a comprehensive update of a number of elements of the strategy, namely:

- "Guide to Partnership working" document - to be revised to reflect the latest requirements of legislation and policy in relation to our partnership working. Also to reflect relevant updates to the constitution as they are published. We are looking to develop this in consultation with our major partners in order to facilitate a more joined up approach across the Borough.
- Partnership Evaluation Tool - to be revised to provide a greater emphasis on measuring effectiveness and efficiency, and the ongoing viability of every partnership on the database.
- Partnership Database - to be updated to provide the key current information on our significant partnerships.