

DUDLEY METROPOLITAN BOROUGH COUNCIL

GOOD HEALTH SELECT COMMITTEE

16 November 2004

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

Social Services Performance

1.0 PURPOSE

1.1 For the Good Health Select Committee (GHSC) to scrutinise the social services performance of the Authority.

2.0 BACKGROUND

2.1 Scrutinizing the performance of the local health and social care community is an important activity of the GHSC and the Council's Social Services Directorate (SSD) is a key contributor within that local community.

2.2 The contents of this Report present three over-arching up-dates on social services performance:

- Social Services Directorate Improvement Plan (DIMP) 2003-2007
- Department of Health Performance Assessment Framework (PAF)
- Commission for Social Care Inspection (CSCI) Annual Review of Performance Letter dated 24th September 2004

2.3 Directorate Improvement Plan (DIMP) 2003-2007

2.3.1 The DIMP was developed as a four-year plan in response to the report of the Joint Review of the Social Services Authority agreed and endorsed by the Executive in February 2003 when implementation began. Under five over-arching themes, the DIMP has 52 objectives within which there are 226 actions across all the Directorate's activity.

2.3.2 The implementation of the DIMP is monitored by the Directorate Management Team (DMT) through the Directorate Quarterly Performance Report. The GHSC also received and commented on an up-date of the DIMP implementation in March 2004 (see Appendix 1.) Since March 2004 the Directorate has continued to make good progress on the implementation of the DIMP:

- § A further 45 (38%) out of the remaining 120 actions have been completed within this six month period and
- § A further 7 (21%) of the 33 remaining objectives have also been completed

Overall, therefore, 24 (just under 50%) DIMP objectives and 153 (68%) actions are complete as shown in Appendix 1.

2.3.3 Some achievements within each of the five DIMP Objectives include:

Resources and Resource Management:

Objective 1.8: Funding has been secured for a range of schemes e.g.

- BC4 – Dudley MBC is the Contracting Body in an extended partnership of Black Country care providers and Social Services Directorates to improve the skill levels of home carers in commissioned services working with older people commenced in April 2004. In the recent National Training Strategy Awards, this project was a runner-up as a “highly commended” project;
- Caring for Kids – Dudley MBC is the Contracting Body in an extended partnership of Black Country care providers and Social Services Directorates to improve the skill levels of carers in commissioned services working with children and their families commenced in April 2004.
- Learning Disabilities Day Opportunities – a small partnership involving the Black Country Museum providing training and work opportunities for adults with a Learning Disability as part of a European Social Fund (Regional Puissance) scheme commenced in June 04;
- Treatment Foster Care funded via the Department of Health also commenced in June 2004.

Service Delivery:

- We have achieved 6% reduction of in-house Domiciliary Care. Our target is to reach 8% by April 05. (Objective 2.10)
- Number of people with learning disabilities accessing community opportunities has increased. (Objective 2.4.1)
- For Care Leavers, exploring possible housing options in the private sector and looking at having short hold tenancy of flats. Also, as part of the Homelessness Strategy Plan, exploring possibility of Foyer project for Care Leavers. (Objective 2.9)

User and Carer Engagement:

- In Learning Disabilities service, arrangements for regular consultation with users and carers are now in place. (Objective 2.4.1)
- Draft consultation and participations strategy is in place for the Children and Families Division for implementation. (Objective 3.2.1)

- Children and Young People's Participation Group established (Objective 3.2.1)

Business Management:

- Directorate uses corporate planning cycle in its Business and Performance Planning. The cycle is incorporated in the Directorate Business Management document (Objective 4.5)
- Performance Review and Development Interviews - Directorate has produced and disseminated a process, documentation and guidance for the whole directorate. All staff are to have an appraisal using this format during this financial year. (Objective 4.5)

Commissioning:

- Undertaken a 12-week consultation strategy with Voluntary Groups to review the current Service Level Agreement structures. (Objective 5.4)
- Procurement Manual training took place with Senior Managers week beginning 12/10. (Objective 5.5)

2.3.4 As might be expected with such a wide ranging plan, there have been factors which have affected the ability of the Directorate to deliver on some of the objectives as quickly as it might have hoped e.g.

- Valuation of Kings Road has been arranged, however repairs to the building necessary before sale can proceed. Sale expected April 2005 (Objective 1.6)
- Capacity issues have affected our ability to meet some target dates. Where this has occurred, managers have re-prioritised resources in some areas to ensure that tasks are completed e.g. Objective 5.1.1, 5.3.
- External market has not yet got enough capacity to take on additional in-house domiciliary care. Therefore the Directorate has only achieved 6% reduction rather than the target of 8% but this is being progressed. (e.g. Objective 2.10)

2.4 Department of Health Performance Assessment Framework (PAF)

2.4.1 The PAF is a national framework of 50 Performance Indicators (PI's) for social care of adults and children determined by the Department of Health (DH) and the Department for Education and Skills (DfES.) The outcome of the Framework is an important contributor to the overall assessment of the Authority's Social Services function through which the Directorate has maintained it's "Two-Star" rating over the last two years. Each of the PI's is scored on a one-to-five scale of "blobs." One "blob" usually indicates poorer performance and five "blobs" generally indicating better performance.

2.4.2 Appendix 2 gives more detail on all the PI's but examples of good performance by the Directorate include:

- PAF C19 Health of children looked after – moved from three “blobs” 2002-03 to four in 2003-04;
- PAF C20 Reviews of Child protection cases - has improved from one “blob” 2002-03 to three in 2003-04;
- PAF A3 Re-registrations on the child protection register - from two “blobs” 2002-03 to four in 2003-04;
- The Adults Services PAF indicators performance overall has been consistently good;
- Consistently achieved good performance in Best Value indicators 2003-04 (81% 3 “blobs” or above;)
- Achieved all the Key Threshold Indicator thresholds;
- The average PAF indicator “blob” rating has improved on last year, of the total indicators banded for this year 85% are three “blob” rated or above.

2.4.3 There are areas in which the Directorate and the Authority are working to improve to performance e.g.

- PAF C51 Direct Payments 2003-04 rating is currently 2 “blobs.” This is a fairly new indicator on the development of policy in encouraging people using services to take even more control over their care through the Direct Payments scheme. It was introduced as an Indicator in 2002-03. To improve our performance, targets have been set as part of the Council's Local Public Service Agreement.
- PAF C 24 Children Looked After Absent from school is currently a one “blob” rating compared to a 3 “blob” rating in 2002-03. This drop is a reminder of the need for social services and education to work closely together as well as to ensure that data recording is done appropriately as performance in this PI is not a practice issue.
- PAF D35 Long term stability of children looked after - 2003-04 is a 2 “blob” rating. There are improvement plans in place and include improvements to the fee-paid fostering scheme and parity for caring relatives as well as identifying additional resources to increase numbers of long-term carers.

PAF C23 Adoptions of Children Looked after - 2003-04 “blob” rating is 2 “blobs.” Action plans include continuing to develop the “Adoption in the Black Country” recruitment project and the adoption support services with the intention of improving our ability to recruit prospective adopters.

- PAF A4 Employment, education and training for care leavers – “blob” rating for 2003-04 is 1 “blob.” Improvement plans include ensuring young people in Year 10/11 receive the advice and guidance around realistic training/employment options; ensuring that all young Looked After young people leave Year 11 with a plan for Year 12. In addition, suggestions for the development of training schemes using external funding are being assessed.

2.5 CSCI Annual Review of Performance Letter dated 24th September 2004.

2.5.1 Functions previously carried out by the Social Services Inspectorate, the Audit Commission, and the National Care Standards Commission were brought together into a new organisation, CSCI, in April 2004.

2.5.2 One of the responsibilities which CSCI are carrying forward with Social Services Authorities is an Annual Review process which results in a Letter titled “Annual Review of Performance” which is attached as Appendix 3 to this Report. This was presented to the Council’s Executive on 27th October in accordance with the requirements of CSCI.

2.5.3 The Review draws on a range of evidence including the DH / DfES Performance Assessment Framework (PAF) and their Delivery and Improvement Statement (DIS.) More detail about the sources of evidence used is contained in the Annual Review Letter appended to this Report as well as more detail on improvements made and recommended for adults and children’s services cf. Table 1 below. The recommendations below are made under five headings which include the five “domains” of the PAF

- National priorities and strategic objectives
- Cost and efficiency
- Effectiveness of service delivery and service outcomes
- Quality of services for users and carers
- Fair Access
- Capacity for improvement

| | Improvements observed since the previous annual review | | Areas for improvement | |
|--|--|--------|-----------------------|--------|
| | Children | Adults | Children | Adults |
| National priorities and strategic objectives | 5 | 6 | 2 | 1 |
| Cost and efficiency | 2 | 4 | 1 | 1 |
| Effectiveness of service delivery and service outcomes | 3 | 3 | 2 | 1 |
| Quality of services for users and carers | 1 | 5 | 3 | 1 |
| Fair Access | 3 | 3 | 0 | 0 |

| | | | | |
|--------------------------|----|----|----|---|
| Capacity for improvement | 4 | 5 | 2 | 1 |
| TOTALS | 16 | 26 | 10 | 5 |

Table 1: Number of Improvements observed and areas for improvement
Source: CSCI ARM Letter 24th September 2004

2.5.4 The Social Services Directorate is pleased to note so many areas in which improvements have been made since the previous annual review. At the same time, it is committed to continual improvement and will be addressing the areas for improvement mentioned in the Letter alongside all of its other responsibilities in the coming year.

3.0 PROPOSALS

3.1 That the GHSC comment on the performance of the Social Services Directorate as a major contributor the local health and social care community.

4.0 FINANCE

4.1 This Report gives the GHSC opportunity to reflect on how the Social Services Directorate and the wider Authority are using their resources to help local people who may need social services.

5.0 LAW

5.1 This Report covers the range of welfare legislation relating to the Council including the Children Act 1989 and the National Health Service and Community Care Act 1990.

6.0 EQUAL OPPORTUNITIES

6.1 This is an 'overall' report of the performance of the Social Services Directorate and Authority. This performance should reflect in all its services the values and policies of the Council including equal opportunities.

7.0 RECOMMENDATIONS

7.1 That the GHSC comment as proposed in para. 3.0.

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Directorate Improvement and Modernisation Plan Progress Report

| Division | Total No. of Actions/ Objectives | | Progress March 2004 | | | | | | | Progress October 2004 | | | | | | |
|---|----------------------------------|------------|---------------------|------------------|--------------------|---------------------|------------------|------------|---------------------|-----------------------|----------|--------------------|--------------------|-------------------|------------|--------------------|
| | Objectives | Actions | Objectives | | | Actions | | | | Objectives | | | Actions | | | |
| | | | Complete | Removed | Outstanding | Complete | Removed | Additional | Outstanding | Complete | Removed | Outstanding | Complete | Removed | Additional | Outstanding |
| <u>Business Services</u> | <u>17</u> | <u>82</u> | <u>9</u> (53%) | <u>0</u> | <u>8</u> | <u>50</u> (70%) | <u>0</u> | <u>0</u> | <u>32</u> | <u>1</u> (12%) | <u>0</u> | <u>7</u> | <u>9</u> (28%) | <u>4</u> | <u>2</u> | <u>21</u> |
| <u>Older People/ Physical Disabilities</u> | <u>12</u> | <u>54</u> | <u>2</u> (17%) | <u>0</u> | <u>10</u> | <u>25</u> (46%) | <u>0</u> | <u>0</u> | <u>29</u> | <u>2</u> (20%) | <u>0</u> | <u>8</u> | <u>13</u> (45%) | <u>0</u> | <u>0</u> | <u>16</u> |
| <u>Learning Disabilities/ Mental Health</u> | <u>6</u> | <u>25</u> | <u>1</u> (17%) | <u>1</u> | <u>4</u> | <u>12</u> (48%) | <u>3</u> | <u>7</u> | <u>12</u> | <u>0</u> | <u>1</u> | <u>3</u> | <u>2</u> (12%) | <u>6</u> | <u>0</u> | <u>9</u> |
| <u>Children & Families</u> | <u>17</u> | <u>65</u> | <u>5</u> (29%) | <u>1</u> | <u>11</u> | <u>21</u> (32%) | <u>2</u> | <u>0</u> | <u>44</u> | <u>4</u> (36%) | <u>0</u> | <u>7</u> | <u>21</u> (48%) | <u>0</u> | <u>0</u> | <u>21</u> |
| <u>Overall Total</u> | <u>52</u> | <u>226</u> | <u>17</u> (33%) | <u>2</u> (4%) | <u>33</u> (63%) | <u>108</u> (48%) | <u>5</u> (2%) | <u>7</u> | <u>120</u> (50%) | <u>7</u> (13%) | <u>1</u> | <u>25</u> (48%) | <u>45</u> (20%) | <u>10</u> (4%) | <u>2</u> | <u>67</u> (30%) |

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