

PAPER C

SOCIAL SERVICES HOUSING AND BENEFITS SELECT COMMITTEE - 18 MARCH 2004

QUARTERLY PERFORMANCE MANAGEMENT REPORT 3

REPORT OF THE PORTFOLIO HOLDER FOR SOCIAL SERVICES AND HOUSING

REASON FOR SELECT COMMITTEE CONSIDERATION

This Quarterly Performance Management Report for the period 1st October to 31st December 2003 for the Social Services Housing and Benefits portfolio is the first to be submitted to this Select Committee for consideration, agreed as stated in the Committee workplan. The whole performance management report for the third quarter was considered at the Council's Executive on the 25th February 2004.

ACTION REQUIRED BY THE SELECT COMMITTEE

1. To receive the Quarterly Performance Management Report insofar as it relates to the Social Services, Housing and Benefits portfolio responsibilities.
2. To consider if additional information in relation to the Quarterly Performance Management Report is required from the Portfolio Holder, those responsible for the service areas under scrutiny and/or from other sources.
3. Determine whether to make any immediate recommendations to the Portfolio Holder for Social Services and Housing
4. To determine whether to add or amend the work programme of the Select Committee in light of the Quarterly Performance Management Report and any additional information received.
5. To give any feedback on the information or format required for future performance management reports to this Select Committee.

BACKGROUND

Although the Quarterly Performance Management Report has been presented to the Council's Executive previously, this is the first time the report has been compiled to enable the performance of individual portfolios to be scrutinised by the Select Committee. It is important that they regularly monitor performance, resource needs and identify areas where more in depth scrutiny should be undertaken in order to ensure value for money, efficiency and service improvements.

The report is broken down into two sections with information on Key Achievements and Areas to Watch in Section 1 provided by Heads of Service. Areas to Watch from the previous two reports are included to monitor action being taken.

Performance management information in Section 1.4 is provided by staff who monitor these targets on a regular basis.

Section 2 is budget and capital information provided by the Council's Financial Services team.

RELEVANT PLANS, POLICIES, STRATEGIES AND PERFORMANCE INDICATORS

Best Value Performance Plan 2002/03
Annual Action Statement 2002/03

CONSULTATION PROCESS

Heads of Service and their staff have supplied the information within the Quarterly Performance Management Report, with Directors being fully consulted on the content. External consultation has not been necessary for this report since it is concerned with internal financial management arrangements.

FINANCIAL, LEGAL, CRIME AND DISORDER IMPLICATIONS

The report itself does not have any financial implications. However, if Members make decisions regarding services identified in this report, these may have financial implications. It is a requirement of the Local Government Act 1999 to deliver best value in service delivery of which an effective performance management system is an essential part.

APPENDICES ATTACHED

Appendix 1 Quarterly Performance Management Report 3

BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

Comprehensive Performance Assessment
Quarterly Performance Management Reports 1 & 2

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ISLE OF WIGHT COUNCIL

**QUARTERLY PERFORMANCE MANAGEMENT REPORT
SELECT COMMITTEE REPORT – SOCIAL SERVICES HOUSING AND BENEFITS**

THIRD QUARTER – 1ST OCTOBER TO 31ST DECEMBER 2003

Quarterly Performance Management Report Quarter 3 October – December 2003

Contents

Section 1 : Performance Management & Assessment

- 1.1 Key Achievements for the Quarter*
- 1.2 Areas to Watch and action to be taken*
- 1.3 Updates on Areas to Watch reported in Q1 & Q2*
- 1.4 Priority Improvement Areas*
- 1.5 Best Value Reviews*
- 1.6 Performance Management information on – Key Performance Indicators & PSA targets*

Section 2 : Finance Report

- 2.1 Summary Revenue Budget to the end of December 2003*
- 1.2 Executive Capital Report by Committee for December 2003*

PORTFOLIO:
CORPORATE OBJECTIVE:

SOCIAL SERVICES HOUSING AND BENEFITS
Improving health, housing & the quality of life

1.1 KEY ACHIEVEMENTS QUARTER 3

Portfolio - Social Services Housing and Benefits Corporate Objective - Improving health, housing & quality of life	
1. The replacement of the Council's Electronic Social Care Record database has proceeded to the point at which the project board has agreed the installation of equipment and the training of the 400 system users. The project has reached this point on time and within budget.	5. The service has played a significant role in the renewal of the Investors in People accreditation for the Social Services and Housing Directorate.
2. Detailed preparatory work for the Children's Services Inspection completed on time. This included the compilation of the required position statement, files audit and selection of files, revision of Practice Handbook for staff and staff training provided, publication of new leaflets for users and negotiation with users and stakeholder agencies to participate in the inspection programme. The Inspection will take place 14-30 January 2004.	6. Completed workforce planning pilot in conjunction with the Employer's Organisation and organised a multi-agency 'Futures Workshop' to plan future steps in workforce planning. Both activities are integral to developing the work of the Children's Services Recruitment & Retention Task Group.
3. Accepted the transfer of Wightcare (the Council Home Care and out of hours service) into the Housing Services Division – re-branded as Housing and Community Support Services	7. Significant reduction in number of households with children in bed and breakfast – down at end of the quarter to 11
4. Zero delayed transfers of care (delayed discharges) for several weeks within this period. Only 1 delayed transfer in the last 2 months.	8. The Directorate maintained its two star rating with improvement noted in Adult Services.

1.2 QUARTER 3 - AREAS TO WATCH

Portfolio -Social Services Housing and Benefits Corporate Objective - Improving health, housing & quality of life	
Areas to Watch	Action taken / to be taken
Change Management following the Executive decision to take forward the 'integration' agenda for Children's Services and Education.	It has already been recognised that there is a need to ensure effective communication and consultation with staff in both Directorates to facilitate a smooth transition. The planned change process will take account of the recent restructuring of Children's Services in terms of timetabling and desired outcomes for service users in bringing about an integrated service.
Educational Performance of Looked After Children	Work is in hand to enhance performance in this regard through the Looked After Children Education Service; introduction of School Liaison Officer; focus on ensuring Personal Education Plans in place for all children and targeting support to individual children, especially at a younger age. There will be an ongoing review of performance in this area through the Development and Improvement Statement and the LPSA agreement.
Integrated Community Equipment Service	Need for integrated community equipment service by April 2004. Some way to go until Department of Health requirements fully met. Need for urgent procurement of IT system.
Meals on Wheels	The current Meals on Wheels service urgently requiring overhauling. Service put out to tender but original responses too expensive. Further negotiations with prospective providers are promising but there is a short timescale and a need for more resources. Negotiations and plans to proceed for new improved service in 2004/05

1.3 AREAS TO WATCH – UPDATES FROM THE PREVIOUS QUARTERS 1 & 2

Portfolio - Social Services Housing and Benefits				
Corporate Objective - Improving health, housing & quality of life				
	AREA TO WATCH	ACTION TAKEN	QUARTER 2 UPDATE	QUARTER 3 UPDATE
Q1 Q2	Care Partnership Forum & partners to work closely to ensure agreements reached asap to establish resources needed for 2004/05.	Possible costs associated with repayments for clients charged for services under Section 117 of the Mental Health Act - estimated at possibly £400,000 as a one-off for which there is no provision.	The directorate and the commissioning body, the IW Primary Care Trust, are monitoring the situation.	The council and the joint commissioning partner (The IW NHS Primary Care Trust) are preparing a commissioning strategy which will address future care provision and procurement, and the resources that will be required.
	AREA TO WATCH	ACTION TAKEN	QUARTER 2 UPDATE	QUARTER 3 UPDATE
Q1 Q2	There is currently a dispute with some residential homeowners who are not willing to agree the purchase price that has been agreed with the majority of homes.	This is being pursued through the legal system and the effect on the placement of clients is being closely monitored by a joint Health and Social Services panel.	The Court process has started. This continues to be a major issue and is now the subject of a court case with the Council defending it's position on the purchase price offered.	District court has agreed for case to be transferred to the High Court. Head of Service and Deputy Director of Commissioning to meet homeowners on an individual basis over the next month.

Q1 Q2	Placement Choice for Looked After Children – being able to ensure range of foster care placements with appropriate educational, Children & Adolescence Mental Health Service and social care support continues to be a significant issue for the Council. There is also a diminishing pool of specialist residential provision within the region with the capacity to appropriately and safely accommodate young people with particular needs.	Q1: The development of foster care support has been a particular interest of the Social Services & Housing Select Committee. The committee continues to monitor progress in this regard and some additional resources have been made available over the last two years. Authorities in the South East Region are also considering how to develop a more co-ordinated approach to ‘managing the market’ in terms of independent providers. There will be a continuing need to review the resource needs of this service area which is directly related to the Council’s ‘Corporate Parenting’ responsibilities. Q2: Ongoing work to implement and develop the Foster Care Support package based on budgetary uplift for 2003-04	Ongoing work to implement and improve foster care support package and maintain recruitment and retention levels.	Whilst there has been some improvement in the recruitment of new foster carers on the Island, there is still a heavy reliance on independent fostering agencies. The developing support strategy to retain existing carers and ongoing efforts to recruit new carers remain essential activities for the Fostering and Adoption Service,
Q1 Q2 Q3	The Directorate is expected to reduce the number of placements made in residential and nursing homes and support people at home with intensive home care. The difficulty is the current lack of home care provision.	The hourly rate we pay for providers for home care has been increased to try and push up the wages and attract more people to this area of work.	Difficulty with home care provision continues and is our major headache. There is a plan drawn up for tackling this and work has begun on implementation. Increasing the home care fees and moving towards block contracts are a major part of the plan.	Still an area of concern and plans for managing this are moving forward. Revised commissioning strategy agreed with the PCT. Tendering process for block locality contracts to start in May 2004.

1.4 Priority Improvement Areas

Through the CPA process last year, there were a number of service areas that were highlighted as areas for improvement. To progress these areas for improvement and identify support needed from across the Council, a framework has been devised beginning with initial briefing sessions to help scope the area for support and improvement. Action Plan summaries will then be produced, monitoring of which will be through this section in the Quarterly Performance Management Report.

- Homelessness

Quarter 3 - Significant progress has been made in Homelessness. The number in bed and breakfast accommodation has reduced; continued funding from the Bed and Breakfast Unit has enabled further investment in staff in partnership with the IHAC. Additional staff will also be forthcoming

following the Service Planning process, which will enable a consolidation of current progress and a further development of homelessness prevention initiatives.

- Housing Benefits
Quarter 3

- Further problems with ICT upgrade – now expected to be completed by January 2004
- New post appointment was awarded, this has subsequently been declined and the post is being re-advertised
- Slight improvement in key PIs despite lack of ICT upgrade
- BFI consultancy arranged for Overpayments, to be followed by performance
- Links with Housing and Social Services being developed

1.5 Best Value Reviews

Benefits

Most of the evidence gathering is complete, and work is now beginning on the improvement plan. Close liaison with the Benefit Fraud Inspector continues, with whom a joint development plan will be produced.

1.6 : PERFORMANCE MANAGEMENT & ASSESSMENT – BY PORTFOLIO

This section of the report shows the progress and achievements that have been made in each of the Portfolio's of the Council. The report records and demonstrates:

- *The key achievements for the Quarter*
- *The identified Areas to Watch and the agreed action to be taken*
- *Updates on the previously recorded Areas to Watch from Quarters 1 & 2*
- *Performance Management Information - updates on the Key Performance Indicators (KPI's) and PSA targets*
- *The summary Revenue Budget update to the end of December 2003.*

Please note that the following indicators are not collected in Quarter 3. These are reported bi-annually in the second and final quarters:

- *CPA Improvement Plan Actions (CPAIP)*
- *Actions in the District Auditors Letter Action Plan (DALAP)*
- *Annual Action Statement targets and priorities (AAS)*

How are targets judged?

On Target for Year End':

- will be 'yes' if progress of 75% or greater has been made by Q3 between the 02/03 baseline and the 03/04 target, or if the year end target has already been met. (This applies to most targets, some work differently).

The comments box can be used by services to explain data. Some targets compare themselves with the same quarter a year ago to eliminate effects of seasonality.

Level of performance against previous quarter:

- *will be 'higher' if the level of performance is 10% or more higher than previous quarter*
- *will be 'no change' if the level of performance is within 10% either way of previous quarter*

will be 'lower' if the level of performance is 10% or more lower than previous quarter



PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Portfolio - Social Services Housing and Benefits										
Corporate Objective : Improving Health, Housing, and quality of life for all.										
Corporate Priority (from Corporate Plan 2002 to 2005)	KPI Description	Actual 2002 / 3	Q1 Apr-Jun 03	Q2 July-Aug 03	Q3 Sept-Dec 03	Q4 Jan-Mar 04	Target for 2003 / 04	On Target for year- end?	Level of Performance against previous quarter	Comments
Protecting and providing for vulnerable adults & children	1. The number of looked after children per 10,000 less than 18yrs at end of quarter	56.7	57.6	60.9	58.4		55	No	➔	
Cutting deprivation & social exclusion	2. Benefits - average calendar days this quarter to process a new housing benefits claim	64.9	78.6	75.73	69.9 days		36	No	➔	New computer system is not yet installed which is affecting processing performance. Installation completed on 19 January 2004
	3. Benefits - % of renewal housing benefit claims this quarter processed on time	78.53%	67.96%	71.13%	71.8%		83%	No	➔	New computer system is not yet installed which is affecting processing performance. Installation completed on 19 January 2004
	4. Benefits - % of new housing benefit claims this quarter determined within 14 days of receipt of all necessary information	N/a	59.04%	58.37%	61.8%		64%	-	➔	New computer system is not yet installed which is affecting processing performance. Installation completed on 19 January 2004
Improving the availability of affordable housing	*6. % of affordable housing approved on qualified sites this quarter	12.9%	0%	13.9%	0%		20%	No	➡	No qualifying sites in this quarter

PROGRESS TOWARDS PSA TARGETS							
Corporate Objective	PSA Target	PSA Target Summary	Q1 Data	Q2 Data	Q3 Data	Q4 Data	On Target For The Year End?
Improving health, housing & quality of life for all	4. Housing	Reduce the number of families with children & other households in B&B accommodation	56	58	38		Yes
	5. Social Services	Rehabilitation care for the older people & a reduction in delay of discharges from hospital	D41- 37.56 C28 – 5.8 C26 – 67.3	D41-12 C28-7.9 C26-144	D41 –12.69 C28 – 8.9 C26 - 113		Availability of home care is a problem but a Strategy is in place to improve performance against the target D41 = Delayed transfers of care from hospital C28 = Intensive Home Care C26 = Admission of supported residents aged 65 years or over, to residential care/nursing care
	7. Social Services	Increase the number of young people who are getting treatment for drug or alcohol dependency (Drug Action Team)	Information not provided	440 persons = total Q1&Q2	201 persons		Yes - 641 young people have received treatment The project has achieved 75% of its PSA lifetime target
Raising Education Standards & Promoting Lifelong Learning	6. Social Services	Improving the education, training and employment outcomes of care leavers aged 19	A4– 64.7% QP8 - 18.8%	A4 – 65% QP8 -14%	A4–53% QP8– 0%		Yes - as far as can be predicted. The actual results are confirmed in August with the LEA exam results PAF A4 Figures have dropped in last quarter due to 2 young people in LPSA becoming disengaged in education, employment and training due to imprisonment, and pregnancy. QP8 Risks to this PI have increased due to withdrawal of appointed teacher and disengagement from education by one third of cohort.

SECTION 2 : FINANCE REPORT

2.1 Summary Revenue Budget to the end of December 2003

Social Services, Housing and Benefits	
Social Services	Cost pressures include £148,000 from the loss of Promoting Independence grant last year which is still an issue. The Independent Living Resources Centres are important in reducing bed blocking and promoting independence. A savings requirement of £194,000 is yet to be formally identified. However, at present it is envisaged that a net service overspend of £26,000 will be contained within the existing cash limit. The largest unknown item at present is the level of residential care client contributions due to changes in the benefit system from October 03 relating to Pension Credit and Residential Allowance which has resulted in financial assessments being undertaken for affected clients. It is anticipated that the full impact of this on the budget for residential care will not be fully evident until later in the financial year.
Housing	Current net projected overspend of £97,000 mainly within Homelessness budget. This is mainly due to spending on leasing which should result in lower B&B spending and reduce this overspend by the end of the financial year.
Housing Benefits	Housing Benefit expenditure is currently in line with budget expectations for the year. Income in the form of a Government subsidy is received monthly on account, and is based on previous year's figures until the external audit is complete. The final settlement is received after the year end, but the appropriate adjustments are taken into account in closing the accounts for the year

2.2 : FINANCE REPORT – Capital Report by Service for December 2003

SERVICE	REVISED BUDGET	SPEND / COMMITMENT TO DATE	LEFT
Economic Development Tourism Planning and Leisure			
TOTAL FOR SERVICE	£456,623	£260,358	£196,265
Education and Community Development			
TOTAL FOR SERVICE	£13,125,574	£6,345,210	£6,780,364
Environment and Transport			
TOTAL FOR SERVICE	£14,188,981	£9,945,623	£4,243,358
Fire and Public Safety			
TOTAL FOR SERVICE	£80,586	-£40,468	£121,054
Resources			
TOTAL FOR SERVICE	£816,048	£1,574,713	-£758,665
Social Services, Housing and Benefits			
TOTAL FOR SERVICE	£4,666,995	£2,429,008	£2,237,987
TOTAL FOR REPORT	£33,334,807	£20,514,445	£12,820,362

Full Details of Capital on a project-by-project basis can be found on the Council Intranet or by clicking on the link below:-

http://wightnet2000.iow.gov.uk/directorates/finance/finance_business_services/images/Septemberreport.pdf

The Capital Report will be available by Portfolio as soon as resources permit.