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**Quarterly Corporate Performance Management Report  
Summary for  
Select Committee on Health and Adult Social Care  
Quarter 4 (January to March 2009)**

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# **Quarterly Corporate Performance Management Report**

## **Contents**

<b>Section 1: Introduction</b>	<b>Page 3</b>
<b>Section 2: Performance Summary Quarter 4 2008/09</b>	<b>Page 4</b>
<b>Section 3: Reporting on Council Action Plan Priorities</b>	<b>Page 7</b>
Caring Matters	
Quality Service Matters	
<b>Section 4: Partnership Working Progress Report</b>	<b>Page 14</b>
<b>Section 5: Directorate Reporting</b>	<b>Page 15</b>
Adults, Community Services & Housing (DACHS)	

# Section 1

## Introduction

This Summary is taken from the final Quarterly Corporate Performance Management Report of 2008/09 highlighting performance for the period January to March 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**. Risk monitoring, aligned to Council Plan priorities, is also included in this section. A summary of performance, with an at a glance view of the key performance indicators for each Council Plan theme, together with an overview of some of the key service achievements and issues affecting Dudley MBC during quarter 4, is included in **Section 2**.

**Section 4** gives a progress report on the Council's Partnership working.

**Section 5** gives more detailed Directorate reporting, including issues relating to the delivery of Directorate Strategic Plans.

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 4 2008/09**

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 Council continues to be one of the top performing local authorities in the country after maintaining its maximum four-star status. The Audit Commission said the Council was improving well and issued it with a top four-star rating for the second inspection in a row.

**A summary of the key performance indicators relating to Health and Adult Social Care services by Council Plan theme is shown in the table at the end of this section.**

**Section 5** includes many more good news stories from around the Authority during quarter 4.

There are 109 key performance indicators that are reported on by Council Plan Priority in **Section 3**. Year end target and actual data is available for 83 of these and their performance can be summarised as follows:-

<b>41</b>	(49% of reported indicators)	Indicators are exceeding target	★
<b>24</b>	(29% of reported indicators)	Indicators are performing on target or within agreed limits	●
<b>18</b>	(22% of reported indicators)	Indicators are performing below target	▲

Year end performance by Council Plan matter is:-

	★	●	▲	Total
Caring Matters	13	4	3	20
Environment Matters	7	5	2	14
Learning Matters	9	2	8	19
Regeneration Matters	1	2	2	5
Safety Matters	10	5	-	15
Quality Service Matters	1	6	3	10
<b>Total</b>	<b>41</b>	<b>24</b>	<b>18</b>	<b>83</b>

A summary of the key performance indicators for each Council Plan theme is shown in the following tables.

There are 37 risks that are reported on by Council Plan Priority in **Section 3**. The quarter 4 net status is known for all of these:-

<b>1</b>	3%	Insignificant
<b>19</b>	51%	Minor
<b>12</b>	32%	Moderate
<b>4</b>	11%	Significant
<b>1</b>	3%	Major

Net risk status by Council Plan matter at quarter 4 is:-

	Insignificant	Minor	Moderate	Significant	Major	Total
Caring Matters	1	5	3	1	0	10
Environment Matters	0	5	2	1	0	8
Learning Matters	0	3	2	0	0	5
Regeneration Matters	0	0	2	1	1	4
Safety Matters	0	4	1	0	0	5
Quality Service Matters	0	2	2	1	0	5
<b>Total</b>	<b>1</b>	<b>19</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>37</b>

# Caring Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	07/08 Actual	08/09 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Year End Actual	Year End Status	Met Av 07/08	Top Quart 07/08	Bottom Quart 07/08
Priority CM1	DACHS	NI 130 NGLAA	Social care clients receiving self directed support per 100,000 population (personal budget/direct payment)	New PI	355	Annually reported			460	★	n/a	n/a	n/a
	DACHS	NI 139 NGLAA	% of people surveyed who think older people receive the support needed to live independently at home (Place Survey)	New PI	34.5%	Biennially reported			34.5%	●	n/a	n/a	n/a
Priority CM3	DACHS	BV 054 / PAF C32	Older People helped to live at home per 1000 population aged 65 or over	91	94	88	88	90	88	●	87	100	75
	DACHS	PAF C62	Number of carers receiving a specific carers service as a % of clients receiving community based services	16%	18%	20%	21%	20%	23%	★	13.5%	15.6%	10.2%
	DACHS	PAF C31	Adults with mental illness helped to live at home per 1000 population aged 18-64	2.6	2.6	2	2	1.9	2.3	★	4.2	5.6	2.9
	DACHS	PAF C29	Adults with physical disability helped to live at home per 1000 population aged 18-64	-	5.5	5.2	5.3	5.4	5.7	★	4.5	5.5	3.8
	DACHS	PAF C30	Adults with learning disability helped to live at home per 1000 population aged 18-64	3.6	3.7	3.6	3.6	3.8	3.9	★	3.4	3.3	2.5
	DACHS	BV 201 / PAF C51	Adults in receipt of Direct Payments per 100,000 population	141	205	171	191	190	235	★	131	159	108
	DACHS	NI 141	Number of service users receiving a Supporting People service who have moved on from supported accommodation in a planned way, as a % of total service users who have left the service	New PI	55%	59.2%	55.7%	67.3%	59.18%	★	n/a	n/a	n/a
	DACHS	BV 053 / PAF C28	Households receiving intensive home care per 1000 population aged 65 or over	12.1	12	11.7	12.1	12.1	12.1	★	15.2	16.4	10.9

## Section 3

# Reporting on Council Action Plan Priorities for 2008-09

The 2008 review of the Council Action Plan 2010 sets out the Authority's priorities for 2008-09. 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.

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.*

Exception comments are included for key performance indicators where performance is below target limits.

Where available, Audit Commission All England Top and Bottom Quartile and Metropolitan Average data for 2007/08 is included for comparator purposes. The quartiles are presented with the best performance being in the top quartile. This is generally only available for the retained Best Value Performance Indicators. As 2008/09 is the first year of reporting on the National Indicator Set, national comparator data for these will be available later in the year.

**Risk Rating** is arrived at using the matrix below, and is shown assuming current controls (mitigating actions) are in place:

<b>PROBABILITY</b> (Over next 12 months)	<b>Almost Certain</b> <b>&gt; 90%</b>	<b>5</b>	Minor (5)	Moderate (10)	Significant (15)	Major (20)	Major (25)
	<b>Likely</b> <b>50% - 90%</b>	<b>4</b>	Minor (4)	Moderate (8)	Significant (12)	Major (16)	Major (20)
	<b>Moderate</b> <b>30% - 50%</b>	<b>3</b>	Insignificant (3)	Minor (6)	Moderate (9)	Significant (12)	Significant (15)
	<b>Unlikely</b> <b>10% - 30%</b>	<b>2</b>	Insignificant (2)	Minor (4)	Minor (6)	Moderate (8)	Moderate (10)
	<b>Rare &lt; 10%</b>	<b>1</b>	Insignificant (1)	Insignificant (2)	Insignificant (3)	Minor (4)	Minor (5)
			<b>1</b> Insignificant	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Significant	<b>5</b> Major

Use the link below to view the Council Action Plan 2010 and the 2008 review:-

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



## Caring Matters Priority CM1 – To improve people’s health, well-being and quality of life

Outcome 2 Reduced health inequalities					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q4
DACHS	C1.2a	Implementation of dedicated Primary Care Team, comprising workers who work directly in or with GP practices	Richard Carter	Complete	★
DACHS	C1.2b	To develop generic Health and Social Care worker role	Maggie Venables	Complete	★

Key Performance Indicators												
Direct.	Ref.	Definition	07/08 Actual	08/09 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Year End Actual	Year End Status	Met Av 07/08	Top Quart 07/08	Bottom Quart 07/08
DACHS	NI 130 NGLAA	Social care clients receiving self directed support per 100,000 population (personal budget/direct payment)	New PI	355	Annually reported			460	★	n/a	n/a	n/a
DACHS	NI 139 NGLAA	% of people surveyed who think older people receive the support needed to live independently at home (Place Survey)	New PI	34.5%	Biennially reported			34.5%	●	n/a	n/a	n/a

Risks							
Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status	Q3 Net Risk Status	Q4 Net Risk Status
DACHS	ACA0029	Risk of failure to adequately engage users, carers and citizens in the development and design of services	Maggie Venables	Minor (4)	Minor (4)	Minor (4)	Minor (4)

## Caring Matters Priority CM3 – Support vulnerable people

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

#### Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q4
DACHS	C3.1a	Develop and implement Dudley's approach to Transforming Social Care	Linda Sanders	Self-assessment now complete, RAS to be launched by 1.10.09	★
DACHS	C3.1b	Improve carers' involvement in planning and consultation	Maggie Venables	-	★
DACHS	C3.1c	Review provision of supported accommodation for people with severe mental illness, and subject to the review, to develop proposals to commission additional places	Richard Carter	Complete	★
DACHS	C3.1d	Develop a revised and updated Learning Disability Strategy based on the 'Valuing People Now' priorities, and a joint Learning Disability Commissioning Strategy and Implementation Plan	Richard Carter	Learning Disability Strategy approved by Cabinet in March 2009. Transfer of Learning Disability funding from PCT to DMBC agreed April 2009. Complete	★
DACHS	C3.1e	Increase the number of people with a learning disability in paid employment in line with LAA target	Richard Carter	12 people with learning disabilities have now found work placements. A second job coach has been appointed	★
DACHS	C3.1f	Reconfiguration of care homes and of Care at Home (DMBC)	Maggie Venables	Due to planning delays the first project will not be complete until late 2010	★

#### Key Performance Indicators

Direct.	Ref.	Definition	07/08 Actual	08/09 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Year End Actual	Year End Status	Met Av 07/08	Top Quart 07/08	Bottom Quart 07/08
DACHS	BV 054 / PAF C32	Older People helped to live at home per 1000 population aged 65 or over	91	94	88	88	90	88	●	87	100	75
DACHS	PAF C62	Number of carers receiving a specific carers service as a % of clients receiving community based services	16%	18%	20%	21%	20%	23%	★	13.5%	15.6%	10.2%

Key Performance Indicators												
Direct.	Ref.	Definition	07/08 Actual	08/09 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Year End Actual	Year End Status	Met Av 07/08	Top Quart 07/08	Bottom Quart 07/08
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DACHS	PAF C29	Adults with physical disability helped to live at home per 1000 population aged 18-64	-	5.5	5.2	5.3	5.4	5.7	★	4.5	5.5	3.8
DACHS	PAF C30	Adults with learning disability helped to live at home per 1000 population aged 18-64	3.6	3.7	3.6	3.6	3.8	3.9	★	3.4	3.3	2.5
DACHS	BV 201 / PAF C51	Adults in receipt of Direct Payments per 100,000 population	141	205	171	191	190	235	★	131	159	108

Risks							
Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status	Q3 Net Risk Status	Q4 Net Risk Status
DACHS	ACA0029	Risk of failure to adequately engage users, carers and citizens in the development and design of services	Maggie Venables	Minor (4)	Minor (4)	Minor (4)	Minor (4)
DACHS	ACA0028	Risk of failure of domiciliary care agency	Maggie Venables	Moderate (8)	Moderate (8)	Moderate (8)	Moderate (8)

Outcome 2 Vulnerable people safe, sound and secure in their homes					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q4
DACHS	C3.2a	To support to return home and reduce hospital admissions	Maggie Venables		★
DACHS	C3.2c	Adult Protection Awareness – rollout of training and implementation of Safeguard and Protection procedures	Richard Carter	3219 staff (1693 DMBC; 469 Health; 1057 independent sector) have attended basic awareness training. 551 have attended more advanced courses. Head of Service has initiated rolling programmes of briefings with teams on the Procedures	★

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

### Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q4
DACHS	C3.2e	Complete an audit of systems, policies, procedures and inter-agency working on Safeguarding Vulnerable Adults based on ADASS Standards, CSCI Inspections, DH guidance and new legislation, and to implement improvements identified	Richard Carter	Most of the significant improvements identified have been implemented prior to IWC inspection in June 2009	★

### Key Performance Indicators

Direct.	Ref.	Definition	07/08 Actual	08/09 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Year End Actual	Year End Status	Met Av 07/08	Top Quart 07/08	Bottom Quart 07/08
DACHS	NI 141	Number of service users receiving a Supporting People service who have moved on from supported accommodation in a planned way, as a % of total service users who have left the service	New PI	55%	59.2%	55.7%	67.3%	59.18%	★	n/a	n/a	n/a
DACHS	BV 053 / PAF C28	Households receiving intensive home care per 1000 population aged 65 or over	12.1	12	11.7	12.1	12.1	12.1	★	15.2	16.4	10.9

### Risks

Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status	Q3 Net Risk Status	Q4 Net Risk Status
DACHS	ACA0029	Risk of failure to adequately engage users, carers and citizens in the development and design of services	Maggie Venables	Minor (4)	Minor (4)	Minor (4)	Minor (4)

## Quality Service Matters Priority QSM5 – Effective partnerships

Outcome 3 Implement & review our key partnerships					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q4
DACHS	Q5.3b	Implement Dudley Health and Well-Being Partnership Health and Social Care strategy	Linda Sanders	Complete	★
DACHS	Q5.3c	Ensure that the Dudley-Walsall Mental Health Partnership trust is established by 1 <sup>st</sup> October 2008	Richard Carter	Complete	★
DACHS	Q5.3d	Develop Joint Commissioning Framework with Dudley PCT	Linda Sanders	Complete	★
DACHS	Q5.3e	Work effectively with external partners and the voluntary sector to deliver outcome based services	Brendan Clifford	Volunteering opportunities confirmed, implementation plan developed. Volunteering strategy to be launched in May 2009	★

## **Section 4**

# **Partnership Working Progress Report**

### **May 2009**

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

#### **Partnership Evaluation**

As previously reported, evaluation of the partnerships identified on our revised list of most significant partnerships is underway. 2 of our 18 most significant partnerships have yet to be evaluated and the final outcome of this process will be reported next quarter.

#### **Audit Report**

Internal Audit recently undertook reviews of Dudley Community Partnership, Strategic Housing & Environment Partnership and Partnership Governance.

Their summary conclusion was:

"Moderate level of assurance, as there is a generally sound system of control, but evidence of non-compliance with some controls."

An action plan will be agreed in order to increase levels of control and assurance.

## **Section 5**

# **Directorate Reporting**

This section provides detailed reporting on Directorate progress towards Directorate Strategic Plan objectives and exception reporting on national and local performance indicators not included in the Council Action Plan reporting.

In particular, Directorates are asked to report on any significant variation from anticipated progress, new pressures arising within the Directorate having implications for performance and to advise on proposed actions to be taken.

Directorates also report on any significant achievements of note during the period, such as any external accreditation, nomination for awards or positive publicity.

## Quarterly Directorate Issues Report

<b>Directorate: Directorate of Adult, Community and Housing Services</b>	<b>2008 – 09    Quarter 4</b>
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### **1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS**

<b>Directorate Strategic Plan Priority</b>	<b>Comment and Proposed Action</b>
<b>CM 4.1</b> To develop and implement Dudley's approach to Transforming Social Care	Self-assessment complete, Resource Allocation System (RAS) to be launched by October 2009.
<b>CM 4.11</b> To develop a revised and updated Learning Disability Strategy based on the Valuing People Now priorities and a joint Learning Disability Commissioning Strategy and Implementation Plan, building upon the existing draft DACHS Commissioning Strategy. This will include early planning and agreed allocation of resources for care for individuals with complex needs, and an agreement on NHS resources to transfer to DMBC	Learning Disability Strategy approved by Cabinet March 2009. Transfer of LD funding from PCT to DMBC agreed April 2009. Complete
<b>CM 4.13</b> To increase the number of people living in supported housing in the community – including older people living with family carers, young people in transition and people already living in residential care - with a resultant decrease in the number of people living in residential care homes, and to increase the range and quality of housing options, including home ownership and assured tenancies, available to people with a learning disability	3 bungalows now identified for resettlement of residents from Mere Road. Work continuing to assist residents to move from Glebelands to supported housing, including one to one shared ownership.
<b>CM 4.14</b> Well-being room at Beulah Court opened. Sheltered Housing Strategy Steering Group formed and project plan developed.	12 people with Learning Disability have now found work placements. A second job coach has been appointed.
<b>CM 4.18</b> Implementation of Physical Disability & Sensory Impairment Strategy	Strategy is printed and will be distributed to Members via the Members lounge, and to users, carers and partners at a conference in July.



Directorate Strategic Plan Priority	Comment and Proposed Action
<b>CM 4.19</b> To develop a Housing Strategy for an ageing population	Strategy completed and launched at Housing Conference in April 2009.

## 2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

Key Issue	Comment and Proposed Action
Adult Social Care Inspection	The Care Quality Commission will be carrying out an inspection of adult social care for 6 days during June 2009. The aim of the inspection is to understand how well services provided to older people are meeting their needs. The two key themes of the inspection are safeguarding adults and improved quality of life for older people. A project group is co-ordinating activity for the inspection.
Adult Social Care Complaints	Leading up to receipt of new Complaint Regulations March 2009 and implementation from April 2009, the Complaints Team attended each of the Adult Services DMGs and several Managers meetings. A brief giving managers/staff details and required actions to comply with new Regulations was prepared by the team and was circulated to all services via Assistant Director. A new leaflet has been produced and circulated and comprehensive new guidance compiled.
Flu Pandemic	Care homes have been planning for some time regarding PF. Contingency plans are in place in the event that there are staff shortages and supplies become scarce. Recently the Govt. have agreed to supply face masks to social care staff. Information is available on the 'O' Drive regarding historical pandemics (slides & other info), guidance on infection control, guidance for the different care agencies and the relevant plans that exists for dealing with a pandemic. A 'Silver' tactical group now meets every Thursday to respond to the current situation.

## 3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Indicator	Comment and Proposed Action
Adult Social Care	This quarter figures are also year end and returns are still in progress or not due yet.

#### **4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE**

- Dudley's Kick Start programme has been praised by David Gibson, Interim Programme Manager for the region. He cited Dudley's Local Delivery Plan as an example of best practice and is urging other local authorities to use the model to write their own plans.
- Dudley Infracare LIFT (Local Improvement Finance Trust) has been short listed in three categories in the National Lift Awards.
- Congratulations to the enterprising residents of the Glebelands home for adults with a learning disability who have been awarded a lottery grant for a special relaxation room. The £6,488 grant will be used to install a multi-sensory room into their summerhouse.
- The Mental Health Act 2007 successfully implemented including re-approval of all Approved Social Workers as Approved Mental Health Professionals.
- Joint Review of services for people with Learning Disability and complex needs undertaken by CSCI and Health Care Commission. Many strengths were identified and Dudley was chosen to feature on a DVD about the inspection programme as a good practice example.
- The Council and PCT have formed a new team to support people who have autism.
- Number of people with a Learning Disability in paid employment increased in line with the LAA target; three of whom are employed in DACHS.
- Ten people with a Learning Disability, including two with complex needs, involved in a Personal Budget pilot.
- DACHS have submitted the following nomination for awards.
  - **Health & Social Care Awards March 2009**  
Success in Partnership Working Category.  
Dudley Carer's Network Grants for Carers.  
Palliative Care Joint Agency DACHS/PCT.
  - **M J Achievement Awards February 2009**  
Public/Private Partnership Achievement.  
The Dudley LIFT Partnership.
  - **APSE Service Awards April 2009**  
Best Partnership Working Initiative Public/Private Partnership working.  
The Dudley LIFT Scheme.  
Joint Agency Palliative Care Team.  
Best Information & Communication Technology Initiative.
- 16 Health and Social Care level 2 awards completed
- 4 Health and Social Care level 3 (adults) awards completed
- 8 A1 Assessor awards completed
- The NVQ Assessment Centre had their 6 month inspection from City & Guilds. Feedback included:
  - Good and positive feedback from internal verifiers within their reports
  - Some detailed evidence that meets the standards
  - Portfolios presented in a logical sequence and were auditable
  - Good feedback from both candidates and assessors within assessment plans
  - Observed practice was of a good standard
  - Holistic assessment takes place
  - Candidates interviewed were happy with the support from the Assessment Centre and assessors
  - All evidence is signed by both candidates and assessors ensuring authenticity