



Leicester  
City Council

**WARDS AFFECTED  
ALL**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Social Services and Personal Health Scrutiny Committee  
Cabinet**

**17th September 2003  
22<sup>nd</sup> September 2003**

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**DEPARTMENT OF HEALTH SOCIAL CARE AND HEALTH ANNUAL REVIEW OF  
PERFORMANCE 2002/2003**

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**Report of the Corporate Director of Social Care and Health**

**1. Purpose of Report**

This report provides Scrutiny Committee with the results of the Department of Health Annual Review of our Performance for 2002/2003.

**2. Summary**

**2.1** Since 2001 the Department of Health has assessed the performance of all Social Services Departments. This is an overall assessment based on

- 11 key performance indicators
- Published Inspection Reports
- Reviews of In-house and national plans
- In-house performance information from the Social Services Inspectorate and Audit Commission
- The continuous performance assessment made by the Business Link Inspector
- The results of the Delivery and Improvement Statement which is a standard self assessment document about all our services

**2.2** All this information will result in the Department being awarded a star rating when the Department of Health publishes them in October. This star rating, in turn, forms part of the CPA (Comprehensive Performance Assessment) of the Council.

**2.3** The content of the Annual Review report (copy enclosed) follows a standard format for all councils and relates to preset standards and criteria. The report

- Identifies the main improvements over the last year
- Sets out any immediate action needed to respond to failing performance
- Confirms priorities for improvement in the coming year

- Links the improvement priorities to the standards and criteria used for rating performance

**2.4** Roy Fryer, our Social Services Link Inspector from the East Midlands Region, will be present at the Scrutiny Committee to describe the Annual Review Report and will answer questions from members on performance and the methodology of the assessment process.

**2.5** The Review report clearly identifies that very significant improvements have been made in the performance of all our activities. The overall assessment indicates that we can expect an improvement from our previous one star rating.

**2.6** The results of all 54 SSI performance indicators show that now over 81% of them are rated acceptable/good/very good compared with 74% in 2001/2002. Unaudited family and national average results show we have made very significant improvements on our comparative performance.

### **3. Recommendations**

**3.1** That the Scrutiny Committee and Cabinet note the results of the Department of Health Annual Review of our 2002/2003 performance.

**3.2** The Corporate Director be asked to address the areas for improvement through the business planning process for 2003/2005.

### **4. Headline Financial and legal Implications**

There are no direct financial implications arising from this report (Colin Sharpe, Head of Finance, Social Care and Health – Tel. 252 8800). Neither are there any direct legal implications (Christine Hume, Legal Services).

### **5. Other implications**

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	Yes	The results of the Annual Review have implications for future policy development	
Sustainable and Environmental	No		
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		

**6. Background papers**

Letter from the SSI to the Corporate Director of Social Care and Health (30th July 2003)

**7. Consultations**

None.

**6. Report Author/Officer to contact:**

Andrew Cozens      Corporate Director of Social Care and Health      (0116 252 8300)  
Graham Pritchard      Head of Performance Management Unit      (0116 253 8304)

**DECISION STATUS**

<b>Key Decision</b>	<b>No</b>
<b>Reason</b>	<b>N/A</b>
<b>Appeared in Forward Plan</b>	<b>No</b>
<b>Executive or Council Decision</b>	<b>Executive (Cabinet)</b>

26<sup>TH</sup> August 2003  
Mr Andrew Cozens  
Director of Social Services  
Leicester City Council  
B8 New Walk Centre  
Welford Place  
Leicester  
LE1 6ZH

Dear Mr Cozens,

## **ANNUAL REVIEW OF PERFORMANCE**

### **Summary:**

**This letter accompanies a report of the Social Services Inspectorate's annual review of your council's social services performance. You are asked to present it in open session to the council's relevant executive committee, within two months of the date of this letter.**

Thank you for arranging our recent annual review meeting. This letter sets out the Inspectorate's view of the performance of social services in your area during the last year and comments on improvements planned for the year ahead.

The recommendations made in the annexed report are intended to help the council improve outcomes and the quality of service to service-users and carers. They are also intended to improve the prospects of performance ratings in the future.

In assessing performance, SSI reaches judgements about performance against a set of standards and criteria, drawing on evidence from a number of standard sources. These include:

- ◆ The published PAF performance indicators and other statistical data up to 2002-03, plus data supporting planned targets for 2003-04.
- ◆ Monitoring information from the position statement completed in June and October 2002, and the delivery and improvement statement completed in May 2003.
- ◆ The audit of services to children in need carried out in response to the report of the Victoria Climbié Inquiry
- ◆ The report of an SSI Inspection of Children's Services published in August 2003

Details of the standards and criteria have been published, and are available from SSI, or may be seen on the Department of Health's performance website. A summary of the evidence used has also been sent to you separately.

The annex to this letter summarises the key strengths of performance over the last year, and highlights priorities for improvement in the year ahead. The annual review does not attempt to review all aspects of performance. It focuses on the main performance issues for which SSI has current information.

**Progress will be reviewed on 29 October 2003 at the next scheduled monitoring meeting.**

This report will form part of SSI's performance record for the council, and will be published on the Department of Health's web-site in November. You are asked:

- ◆ to present it to an open meeting of the relevant executive committee of the council, within two months of the date of this letter, and to advise me of the date on which this will take place.
- ◆ to make the report available to members of the public at the same time.
- ◆ to copy this letter and report to the council's appointed auditor, and to NHS partner organisations.

Progress will continue to be monitored during 2003-04 through our usual processes, and a further Annual Review meeting will take place during 2004-05.

Performance (Star) Ratings will be confirmed in October, based on an assessment of overall performance using all admissible evidence. The evidence summarised in this letter will be used to help arrive at the rating.



**Glen Mason**  
**SSI Director**

*Copy: Council Chief Executive*

## **PERFORMANCE REVIEW REPORT 2003: LEICESTER CITY COUNCIL**

### **SERVICES FOR CHILDREN AND FAMILIES**

#### **National priorities and strategic objectives**

##### **Improvements since the last annual review.**

- Strong strategic partnerships across the City resulting in successful application for a Children's Trust.
- Effective use of Government initiatives for vulnerable children.
- Recent SSI inspection of children's services identified strategies for responding to national objectives.
- Re-commissioning of family centres to support strategies for prevention.
- Largest reduction in England of teenage pregnancies.
- Beacon status for race equality services
- Impressive performance out of 3 of the 4 national targets for children's services
- Over 10% increase in Looked After Children adopted is an excellent performance against similar Councils.

##### **Areas for Improvement**

- After a successful application for a Children's Trust Development strategic partnerships will need to agree on the commissioning of services.
- To develop a children's services commissioning strategy.  
To further progress and implement the Local Development Strategy.
- To continue the improvement in the education of looked after children and school attendance to meet PSA targets.

#### **Cost and efficiency**

##### **Improvements since the last annual review.**

- Cost of services for looked after children are low in comparison to similar Councils.
- Spend on family support is higher than similar Councils and promotes preventative strategies.
- The number of looked after children is reducing.
- A good budget settlement for 2003/04 will enable the proposed developments of services to take place.
- Efficiencies have been achieved by the use of new information technology.

## **Areas for Improvement**

- To participate in the pilot for the Government initiative on Identification Referral and Tracking of children in need.
- To develop the monitoring and reviewing arrangements for contracts and service level agreements.
- To consider introducing additional capacity in order to achieve efficient management of delegated budgets and information systems through developing a new role of business support managers in operational Divisions.

## **Effectiveness of Service Delivery and Outcomes**

### **Improvements since the last annual review.**

- The management of child protection cases continues to provide a safe service to children and families and all children on the register have a key worker. The Victoria Climbié audit gave an evaluation of “most” and “promising”.
- Reviews of children on the child protection register have improved and 100% are completed and on time.
- Re-registrations on the child protection register have significantly decreased.
- All young children are now in foster carer or placed for adoption which is an improvement on last year’s performance.
- All looked after children had been allocated a social worker.
- No looked after child was excluded from school.

## **Areas for Improvement**

- To improve the school attendance of looked after children particularly in secondary schools through student support and work with residential staff and foster carers. These activities are in collaboration with the Education Department and schools.
- Direct payments for young carers and children with disabilities should be increased during 2003-04.
- Maintain the recruitment and support of foster carers.
- Develop the corporate parenting group to improve the life chances of looked after children.

## **Quality of services for users and carers.**

### **Improvements since the last annual review**

- A service user survey for the Inspection of Children’s Services found general satisfaction with the services.
- Complaints are analysed to improve services
- Performance on completion of assessments is better than comparative Councils and according to the findings of the Inspection they were of a good quality.
- Service users and carers are involved in planning forums.

## **Areas for Improvement**

- Better preparation for parents and children attending reviews.

## **Fair Access**

### **Improvements since the last annual review**

- Beacon status for race equality and social cohesion has been maintained.
- Culturally appropriate services are provided.
- Single point of entry through reception duty teams.
- Unmet need was being mapped to identify gaps in services.
- Good range of information through multi-agency project for disabled children.
- Information was being used to evaluate access to services from all groupings within the community.
- Systems of cross team audits and workshops ensured consistency in assessments and service delivery.

### **Areas for Improvement**

- To review the process for accessing transport and ensure its reliability.
- The ratio of children in need from black and ethnic minorities receiving services is low in comparison to similar Councils and should be investigated.

## **Capacity for Improvement**

### **Improvements since the last annual review**

- Good improvement on performance indicators from last year particularly on some national priorities.
- Strong, accessible and supportive leadership.
- Political support for progressive service developments supported by budget settlement.
- Managers and staff positive about the strategic direction of the service.
- Successful application to become a Children's Trust that will co-ordinate the various Government initiatives operating in Leicester.
- Effective performance management and quality assurance systems.
- Positive inspection report and VCI audit that both identified the Department as serving "most" people well and with "promising" prospects.
- Progressive family support strategy.

### **Areas for Improvement.**

- Turnover and retention of staff is a risk factor in the competitive jobs market.
- To continue to implement and develop Care First the new IT system to assist in performance monitoring.
- To implement the targets of the PSA.



## **SERVICES FOR ADULTS**

### **National priorities and strategic objectives**

#### **Improvements since the last annual review.**

- The majority of performance indicators for adult services have improved over the last year.
- The number of supported residents has decreased and intensive home care has increased and is on a trajectory of sustained improvement.
- 96.1% of items of equipment and adaptations costing less than £1000 were delivered within three weeks.
- Considerable improvements in partnerships with health services has occurred over the last few years and has culminated in the reduction of emergency admissions and the increase in intermediate care provision and rapid response teams.
- The Health and Social Care Together project will progress the integration of services, including those provided from Health and Social Care centres, commencing in 2004.
- Mental health services have been integrated into a new provider NHS Trust.
- The target for Delayed Transfers of Care was met at the end of March.
- Service users are consulted and involved in policy development.
- The District Audit Action Plan on services for older people with mental health problems has been carried out with NHS partners.
- The Council is on target for the introduction of reimbursement for delayed discharges.

#### **Areas for Improvement**

- To continue the process of integrating services with the PCTs that will be provided from Health and Social Care Centres.
- Implement the NSFs and improve services for people with dementia.
- Work with neighbourhood forums to ensure user representation.
- Increase the use of Direct Payments.
- Help to achieve the closure of Gorse Hill Hospital.

### **Cost and efficiency**

#### **Improvements since the last annual review.**

- Insufficient budget to support community care commissioning has caused a budget deficit in the past that has been addressed by the growth in the 2003/04-budget settlement.
- The budget is more devolved with a strategy to deliver a balanced budget.
- A commissioning strategy for older people's services has been completed.
- An increase in fees has been provided for the independent sector.
- A review of the Service Level Agreements for lunch clubs and day care to ensure a focus on prevention by helping people to stay in their own homes.

#### **Areas for Improvement**

- To implement the review of domiciliary care services and ensure an appropriate balance between in-house and external home care.

- Provide a new management information system for monitoring the use of the budget.

### **Effectiveness of Service Delivery and Outcomes**

#### **Improvements since the last annual review.**

- Valuing People Partnership Board and the partnership board for Older People has enabled increased engagement of statutory and independent agencies in the planning of services.
- Impressive increase in the number of people helped to live at home.
- A fully integrated equipment service is being provided through the provision of a pooled budget.
- A substantial increase in the provision of Intermediate Care will occur during 2003.

#### **Areas for Improvement**

- Developments of a strategy for the use of extra care housing with the Housing Directorate.
- To integrate the services of OTs, social workers and housing officers in a unit to promote independence.
- Continue to improve performance on provision of services for carers and assessments of their needs.

### **Quality of services for users and carers.**

#### **Improvements since the last annual review**

- Service users and carers are consulted and involved in the development of policy through representation on planning forums.
- People with disabilities are involved in the development of the Disability Information Network.
- Leicester is an IT pilot site for people with learning and physical disabilities.
- A group of Asian woman with disabilities established their own day care service and were supported by a development worker from the department which is a good indication of service flexibility to enhance quality provision.

#### **Areas for Improvement**

- A review of Better Care Higher Standards is required.
- The performance on reviews of service was disappointing having reduced despite a plan for a considerable increase. However, this reduction in performance was linked to Fairer Charging implementation and should be corrected.
- The percentage of people receiving a statement of their needs has also fallen and should be improved.

### **Fair Access**

#### **Improvements since the last annual review**

- Fair Access to Care (FAC) has been implemented across the Department and training provided for staff.
- The assessment framework ensures all cultural and religious needs are identified and are checked by managers.
- Culturally appropriate services are provided for adults.
- Services for adults can be accessed twenty-four hours of every day through routine and emergency support arrangements,.

### **Areas for Improvement**

- Quarterly monitoring of social care activity by service user group, ethnicity and gender will be introduced to provide information about the equity of the use of services and to help establish future targets.

### **Capacity for Improvement**

#### **Improvements since the last annual review**

- Sustained improvement on the indicators for effectiveness of service delivery and outcomes.
- Managers and staff positive about the strategic direction of the service.
- Good progress is being maintained to integrate older people's services with health.
- Strong and positive relationships with PCTs.
- Provision of Intermediate Care centres coming on stream.
- Important developments in the commissioning of domiciliary care have been achieved.
- Successful integration of adult mental health services and the development of a mental health strategy to support the work.

### **Areas for Improvement**

- The development of a new corporate appraisal system linked to service objectives and performance indicators in business plans will help to further develop the performance culture within the department.
- Recruitment and retention of staff particularly for home care is always a challenge
- The implementation of the Single Assessment Process (SAP) will be taking place during the year and is particularly complex across the NHS and three local authorities with social services responsibilities.