

<b>Report to:</b>	<b>Scrutiny Committee for Adult Social Care</b>
<b>Date:</b>	<b>2 July 2009</b>
<b>Title of report:</b>	<b>Scrutiny and Performance Management</b>
<b>By:</b>	<b>Directors of Law and Personnel / Policy and Communications</b>
<b>Purpose of report:</b>	<b>To consider scrutiny's role in performance management</b>

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## **RECOMMENDATIONS:**

**The Scrutiny Committee is recommended to:**

- 1. To highlight those performance results in appendix 2 that are of particular interest and ensure scrutiny of these is programmed.**
  - 2. To continue to monitor quarterly performance reports and for Members to try to identify issues of interest in advance of committee meetings to enable the attendance of appropriate witnesses.**
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### **1. Financial implications**

- 1.1 There are no financial implications directly associated with this report.

### **2. Background**

2.1 The County Council measures its performance using a large number of performance indicators covering almost every aspect of council activity. Some indicators are set nationally and measuring our achievement against these targets will, over time, enable us to compare our performance with other councils. Many other indicators are measured only locally and help to check that the council is on track to make the improvements it deems are important for East Sussex. Primary responsibility for monitoring the County Council's performance, and taking appropriate remedial action where necessary, lies with the Cabinet/Leader.

2.2 The scrutiny committees in East Sussex receive Cabinet-endorsed quarterly performance monitoring reports covering the indicators within their remit. These take the form of exception reports which list only those performance indicators that are perceived to be *amber* (where there is concern about the likelihood of achieving the performance measure by the end of the year) or *red* (where the performance measure is assessed as inappropriate or unachievable) are reported. Each *amber* or *red* indicator is accompanied by a brief explanation of the problem and intended remedial action.

2.3 The debate at scrutiny committees on performance reports has been, in general, very limited with very few scrutiny recommendations emerging from those discussions. This is because there are usually several disparate issues reported and the associated explanations for underperformance appear to leave little scope for scrutiny Members to 'get under the surface' – both the 'problems' and the 'intended solutions' are contained concisely within the reports. To enable the scrutiny committee to go into further detail would require the attendance of managers who are directly responsible for the indicators. However it would not be an efficient use of staff resources to have all affected managers in attendance on the off chance that they may be questioned by the scrutiny committee.

2.4 The best way for scrutiny to use performance management information is:

- in association with in-depth scrutiny reviews and when performance information correlates with Members' experience elsewhere,
- when examining the policy steers as part of the Reconciling Policy and Resources process (to be introduced in the September scrutiny committees)

- as a background when commenting on future targets in draft portfolio and Council Plans

2.5 It is also recommended that scrutiny committees continue to receive the quarterly performance monitoring reports but Members are asked to check them at the Cabinet stage and to highlight any issues for discussion at scrutiny in advance so that relevant witnesses can be requested.

### **3. Extended powers for Local Area Agreement scrutiny**

3.1 Recent legislation has extended scrutiny's powers in relation to a particular set of performance indicators contained within what is known as the Local Area Agreement (LAA). The LAA is a partnership agreement between the County and district/borough councils, other public services and the government. Over 42 performance targets are included in the agreement which is designed to take forward the longer term aims set out in the Sustainable Community Strategy. The new powers enable scrutiny to scrutinise LAA targets by requiring information from partner organisations signed up to them and to require these organisations to *have regard* to scrutiny recommendations which relate to relevant LAA targets.

3.3 A list of partner organisations which can be called upon to provide information is included at appendix 1. In two tier local authority areas, only county councils currently hold the full powers of the legislation. Some two-tier areas have established single, standing joint LAA scrutiny committees comprising scrutiny Members from districts and County. However, this approach is inefficient and ineffective. In East Sussex it is proposed to build on current arrangements by improving the coordination of potentially overlapping scrutiny activities of the County Council and districts/boroughs. This can be done by better sharing of evidence, careful scrutiny work programming and, as the need arises, establishing scrutiny reviews with district/borough and County Council membership. Scrutiny findings can be provided to the East Sussex Strategic Partnership to complement its scrutiny function.

3.4 East Sussex scrutiny has for many years had excellent relations with external partners when involving them in scrutiny projects. This success has been due to our emphasis on scrutinising *issues* and *involving* partners in the scrutiny process as expert witnesses in contrast to scrutinising individuals or organisations directly. It is therefore proposed that East Sussex scrutiny continues to work to this issue-based approach.

### **4. Performance against key service targets**

4.1 Appendix 2 provides an overview of all the performance indicators, including the LAA set, that fall within the remit of this scrutiny committee together with the end of year (2008/09) outcomes.

### **5. Recommendations**

5.1 To highlight those performance results, from all the relevant indicators available, that are of particular interest and ensure scrutiny of these is programmed if necessary.

5.2 To continue to monitor quarterly performance reports and for Members to aim to identify issues they wish to scrutinise in advance of the meetings to enable the attendance of appropriate witnesses.

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### **List of external partners**

- District councils
- The Environment Agency
- Natural England
- Fire and rescue authorities
- Jobcentre Plus
- The Health and Safety Executive
- The Broads Authority
- National Park Authorities
- Youth Offending Teams
- Police authorities
- Transport for London
- Chief Officer of Police
- Local Probation Boards
- Probation Trusts and other providers of probation services
- Primary Care Trusts
- National Health Service Trusts
- NHS Foundation Trusts
- Joint Waste Authorities
- Joint Waste Disposal Authorities
- Regional Development Agencies
- The Learning and Skills Council
- Sport England
- English Heritage
- Arts Council
- Museums, Libraries and Archives Council
- Highways Agency
- Metropolitan Passenger Transport Authorities
- Homes and Communities Agency
- Others could be added by Secretary of State (by Order)

**\* Glossary:**

**CA Afl** – referenced indicators are those that demonstrate how we are taking action to improve on areas identified as requiring improvement in the 2007 Corporate Assessment

**DfT** – Department for Transport

**ESSP** – East Sussex Strategic Partnership – established in 2000 to help organisations and individuals work together in a co-ordinated way to plan local services; it brings together public services, local businesses, community groups, voluntary sector organisations and local people.

**NIS** – National Indicator Set – was developed as part of the Comprehensive Spending Review 2007 designed to reflect the Government's national priorities. Performance against each of the 198 indicators is reported nationally for every single tier and county council Local Strategic Partnership.

**LAA** – Local Area Agreement: In each area, targets against the set of national indicators have been negotiated through new Local Area Agreements (LAAs). The LAA includes 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

# *Council Plan 2008/09*

## *Summary of Performance*

### Achievement status key

.... <b>ACHIEVED</b>	The 2008/09 target has been achieved.
.... <b>NOT ACHIEVED</b>	The 2008/09 target has not been achieved. This indicator will appear in the exception report (Appendix 3).
.... <b>EXTERNAL FACTORS</b>	The 2008/09 target has not been achieved due to factors beyond our control. This indicator will appear in the exception report (Appendix 3).
.... <b>NOT EXPECTED</b>	No outturn was expected for 2008/09. Where possible, the outturn for 2007/08 is compared with the outturn for 2006/07 to give the most recent trend information.
.... <b>CARRY OVER TO Q1 2008/09</b>	The 2008/09 outturn will be reported in Q1 of 2009/10. This indicator will appear in the Q1 carry over report (Appendix 4).
<b>MET MORE CHALLENGING TARGET</b> <b>EXCEEDED MORE CHALLENGING TARGET</b>	A target of 10% or more increase from 2007/08 has been met or exceeded.
<b>EXCEEDED</b>	The target for 2008/09 was exceeded by 10% or more.

Where '**n/a (new indicator)**' is used in the 'Improved since 2007/08?' column, this means that the indicator was new to the Council Plan for 2008/09. It does not necessarily mean that the indicator was not being used in another plan previous to 2008/09 (e.g. departmental business plan, team plan etc.).

## Adult Social Care

Policy Steer 4.1 Improve how people access advice, help and support through joint work with partners.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.1a	Seek feedback from GPs and other Health professionals regarding the proposals that Social Care Direct is available for longer periods during weekdays and on Saturdays in line with the Assessment and Care Management Strategy model. <b>....NOT ACHIEVED</b>	By March 2009	Not achieved	n/a (new indicator)
4.1b	Plan roll-out of improved signposting tools/arrangements, aligning with the Assessment & Care Management programme. <b>....ACHIEVED</b>	By February 2009	Achieved	n/a (new indicator)
4.1c	Ensure that cultural needs are recognised and addressed in liaison with family, carers and other services areas. <b>....ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.1d	A robust Disabled Facilities Grant pathway for people who are not eligible for Adult Social Care Occupational Therapy services (i.e. 'Moderate' Fair Access to Care criteria). <b>....ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)

Policy Steer 4.2 With Health and Housing, develop the assessment and management of people's care that focuses on their individual needs, circumstance and personal preferences, taking into account the development of Individual Budgets and Self Directed Care.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.2a	Percentage of clients receiving a review. ... <b>ACHIEVED</b>	>80%	89.79%	Better
4.2b	Percentage of assessments that are completed in a timely fashion. (NI 132) <b>EXCEEDED</b>	≥72.7%	88.2%	n/a (new indicator)
4.2c	Percentage of services that are provided in a timely fashion (NI 133) ... <b>ACHIEVED</b>	≥90%	91.77%	n/a (new indicator)
4.2d	Proportion of adults and older people receiving Direct Payments. ... <b>ACHIEVED</b>	216 (amended from 272.2 at Q3)	216.3	n/a (new indicator)
4.2e	Proportion of adults and older people receiving self directed support. (NI 130) <b>EXCEEDED</b>	452	593.2	n/a (new indicator)
4.2f	Identify and develop the necessary systems to enable Individual Budgets, in particular a Self Assessment Questionnaire and a Resource Allocation System. ... <b>ACHIEVED</b>	March 2009 (amended at Q2 from December 2008)	Achieved	n/a (new indicator)

Policy Steer 4.3 With Health and Housing improve how we plan and commission services.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.3a	Percentage of older people who are extremely or very satisfied with the help from Social Services they receive in their home as measured by the Department of Health Home Care User Experience Survey. (NI 127) ... <b>NOT ACHIEVED</b>	60%	58.4%	Better (last survey 2005/06: 57.6%)
4.3b	To be delivered in partnership with Health Proportion of people whose transfer of care from acute care in hospital is delayed. ... <b>NOT ACHIEVED</b>	≤28 (amended from ≤25 At Q2)	30	Better



4.3c	To be delivered in partnership with Health Proportion of people whose transfer of care from all care in all hospitals is delayed. (NI 131) ... <b>ACHIEVED</b>	Establish Baseline	15	n/a (new indicator)
4.3d	Re-specify and recommission day opportunities and vocational services in mental health. ... <b>ACHIEVED</b>	By March 09	Achieved	n/a (new indicator)
4.3e	Demonstrate links between Joint Strategic Needs Assessment and Commissioning strategies, Local Area Agreement and other strategic plans. ... <b>ACHIEVED</b>	By October 08	Achieved	n/a (new indicator)
<b>Policy Steer</b> 4.4 Support more older people and vulnerable adults in their own homes and local community.		<b>Target 2008/09</b>	<b>Outturn 2008/09</b>	<b>Improved since 2007/08?</b>
4.4a	Number of people receiving high level support services which enable them to live at home independently. (LAA REWARD) ... <b>ACHIEVED</b>	≥4877	5164	<b>Worse</b> (2007/08: 5192)
4.4b	Number of people receiving low level preventative services which enable them live at home independently. (LAA REWARD) <b>EXCEEDED</b>	≥8018	10,136	<b>Better</b>
4.4c	Proportion of older people helped to live at home. ... <b>ACHIEVED</b>	≥64.7	65.1	<b>Better</b>
4.4d	To be delivered in partnership Number of adults and older people helped to live at home. (NI 136) <b>EXCEEDED</b>	2718.36	3191.41	<b>Better</b>
4.4e	Implement Telehealth pilot in partnership with Primary Care Trusts & Wealden & Eastbourne Lifeline. ... <b>ACHIEVED</b>	October 2008 (amended at Q1 from August 2008)	Achieved	n/a (new indicator)
4.4f	Support at least 2 bids to Housing Corporation Affordable Housing Programme during 2008/09. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.4g	Percentage of items of equipment and adaptations delivered within seven working days. ... <b>ACHIEVED</b>	87.0%	93.9%	<b>Better</b>

Policy Steer 4.5 Improve opportunities for vulnerable people to engage positively with their communities and further encourage participation in local services and activities.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.5a	Advocacy services for people with learning disabilities will be re-commissioned. A tendering exercise will lead to a new contract beginning July 2008. ... <b>ACHIEVED</b>	By July 2008	Achieved	n/a (new indicator)
4.5b	Review current consultation and engagement arrangements. Identify, agree and implement new models. ... <b>NOT ACHIEVED</b>	By March 2009	Not achieved	n/a (new indicator)
4.5c	Monitor the newly specified Mental Health Vocational Services through contract reviews. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.5d	Set up pilot carers emergency respite service (CRESS) March 2008, consult with and evaluate scheme September 2008, report on number of carers using the scheme to maintain employment. ... <b>ACHIEVED</b>	March 2009 (amended from September 2008 at Q1)	Achieved	n/a (new indicator)

Policy Steer 4.6 With partners, develop the Supporting People Programme to help more vulnerable people to live independently and promote the well-being of our whole community.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.6a	Percentage of vulnerable people achieving independent living (NI 141) ... <b>ACHIEVED</b>	Establish baseline	93.33%	n/a (new indicator)
4.6b	Percentage of vulnerable people who are supported to maintain independent living (NI 142) ... <b>ACHIEVED</b>	98.34%	98.97%	<b>Better</b>
4.6c	The Commissioning Plan for Phase One of the Supporting People Commissioning Project will be signed off and agreed by the Strategic Forum (Commissioning Body for the SP programme). ... <b>ACHIEVED</b>	By September 2008	Achieved	n/a (new indicator)

Policy Steer 4.7 Fully involve users and carers in the development, implementation, monitoring and review of joint commissioning strategies.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.7a	Percentage of carers receiving a 'carer's break' or a specific carers' service. ... <b>ACHIEVED</b>	12.50%	13.08%	Better
4.7b	Percentage of carers receiving a 'carer's break', specific carers' service, or advice and information. (LAA 10.2.1) (NI 135) <b>EXCEEDED MORE CHALLENGING TARGET</b>	15.85%	18.2%	Better
4.7c	Consult with Carers regarding the information provided to them, and use their feedback to improve the information provision. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7d	Provide evidence of user and carer participation in commissioning activity. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7e	Users and/or carers involved in all tendering and contract award processes. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7f	Users and/or carers involved in quality monitoring and evaluation of contracts. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7g	Produce a Service User Consultation Feedback Report showing the measure of service user participation in influencing and contributing to this Project's formal decision making and consultation processes; making effective use of the existing procedures. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7h	Develop implementation plan and reporting arrangements including exception reporting for the Learning Disability Commissioning Strategy. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7i	Develop implementation plan and reporting arrangements including exception reporting for the Mental Health Commissioning Strategy. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7ji	Develop implementation plan and reporting arrangements including exception reporting for the Carers Services Commissioning Strategy. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.7jii	Develop implementation plan and reporting arrangements including exception reporting for the Older People Commissioning Strategy. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)

4.7jiii	Develop implementation plan and reporting arrangements including exception reporting for the Physical Disability & Sensory Impairment Commissioning Strategy. <b>....NOT ACHIEVED</b>	By March 2009	Not achieved	n/a (new indicator)
4.7k	Intermediate Care Strategy – drafted and circulated for comments, released for consultation, following consultation final draft agreed. <b>....ACHIEVED</b>	By March 2009 (amended at Q1 from April 2008)	Achieved	n/a (new indicator)
4.7l	Working Age Adults : Mental Health Strategy – drafted and circulated for comments, released for consultation, following consultation final draft agreed. <b>....ACHIEVED</b>	By May 2008	Achieved	n/a (new indicator)
4.7m	Older People’s Housing and Support : Wealden Strategy – drafted and circulated for comments, released for consultation, following consultation final draft agreed. <b>....ACHIEVED</b>	April 2008 Amended Q1 October 2009	Achieved	n/a (new indicator)
4.7n	Older People’s Housing and Support : Lewes Strategy – drafted and circulated for comments, released for consultation, following consultation final draft agreed. <b>....NOT ACHIEVED</b>	September 2008 Amended at Q1 to March 2009	Not achieved	n/a (new indicator)
4.7o	Older People’s Housing and Support : County Strategy – drafted and circulated for comments, released for consultation, following consultation final draft agreed. <b>....NOT ACHIEVED</b>	December 2008 Amended at Q1 to March 2009	Not achieved	n/a (new indicator)

Policy Steer 4.8 Develop disability and mental health services that ensure the effective transition of young people from children’s services to adult social care.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.8a	Develop a multi-agency transition framework and process that will ensure high quality, person centred support is delivered to young people and their families. Appoint a Transition Coordinator to oversee the project. <b>....NOT ACHIEVED</b>	By September 2008	Not achieved	n/a (new indicator)

Policy Steer 4.9 Lead improvements to the well-being of local communities across East Sussex through joint working with partners.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
4.9a	Identify and address specific health support needs in liaison with Health & Assessment colleagues. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.9b	Ensure that mechanisms are in place for the provision of preventative equipment and information and advice services. ... <b>ACHIEVED</b>	By March 2009	Achieved	n/a (new indicator)
4.9c	Complete the review of the Disabled Living Centre (Bathing service). ... <b>ACHIEVED</b>	By November 2008	Achieved	n/a (new indicator)
4.9d	With staff and other stakeholders, develop our initial approach to implementing Putting People (PPF) first over the next 3 years. An approach to implementation will be developed to ensure strategic alignment and effective initial progress in 2008/09. ... <b>ACHIEVED</b>	By November 2008	Achieved	n/a (new indicator)