



## **Social Services Inspectorate (SSI) Annual Review of Performance 2003**

### **RECOMMENDATION**

1. To note the progress against the Social Services Inspectorate (SSI) Annual Review of Social Services report, which was presented to Council Cabinet on 16 December 2003.

### **REASON FOR RECOMMENDATION**

2. It is the expectation of the SSI that the assessment letter and report are placed before an appropriate public committee of the Council. The assessment letter and report were presented to Cabinet on 16 December 2003. Cabinet requested a progress report against the SSI assessment.

### **SUPPORTING INFORMATION**

- 3.1 This report informs Council Cabinet of the progress against the "areas for development" highlighted within the SSI Annual Review of Performance 2002/3 of Derby Social Services presented to Cabinet in December 2003.

#### **3.2 Services for Children's and Families**

##### **1. National Priorities and Strategic Objectives**

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

- a) The strategy to reduce the numbers of looked after children from a historically high rate is only partly successful on current figures.
- b) Re-registrations (and duration) of children on the Child Protection Register have reduced but remain significantly above comparator values.

##### ***Department's Position***

- a) Against a rising national trend our numbers of Children Looked After have remained static at 386 (a rate of 7.6 per 1,000). Within the current number are 10 unaccompanied asylum seekers who were not previously counted. This represents a small but sustained reduction. Our admissions to the looked after system for children under five years is now below our family group average.

- b) Re-registrations and duration have reduced and risen again. This must be seen against the overall significant reductions in the number of children on the child protection register. The number of children on child protection register has reduced from 278 in April 2003 to 202 in April 2004.

## **2. Cost and Efficiency**

### **Areas for Improvement**

In relation to the looked after children population overall, admissions are reported at a reduced rate but a cohort of older children is moving into Care Leavers and therefore staying longer in care. This has tended to work against a rapid reduction.

### ***Department's Position***

The department works to ensure that children only enter public care where absolutely necessary and to ensure that they move to permanent placements as quickly as possible. Where children remain in the looked after system the department is working to provide a positive care environment. The implementation of the Best Value Review of Children Looked After improvement plan will result in further improvements to the service received by children looked after.

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

Looked After Children review performance needs attention to scheduling and timescales.

### ***Department's Position***

The department has significantly improved its performance in meeting timescales for reviews of children looked after. Performance had slipped due to absence of one of the two Reviewing Officers and the high number of social work vacancies. Currently 92% of reviews are now held within timescale, an improvement of 13% on March 2003.

## **4. Quality of Services for Users and Carers**

Performance on timescales for completion of initial assessments has not improved and is significantly below comparator values.

### ***Department's Position***

Performance on timescales for completion of initial assessments is below comparator values as a result of interpretation and process. Performance has steadily improved during the year and now stands at 35.6, exceeding the target of 30.0%.

## **5. Fair Access**

No areas of improvement requested.

## **6. Capacity for Improvement**

- a) The Joint Review has identified a major corporate agenda to improve and modernise accommodation and public access.
- b) Although the SSD is benefiting from the implementation of SWIFT software system for social care records and information, the council's corporate IT provision and strategy needs development.
- c) A budget overspend in 2002-3 will add to pressures in 2003-4, although there is corporate support to manage the position so that strategic direction can be sustained.

### ***Department's Position***

- a) At a departmental level, additional modern office accommodation has been identified. This will significantly alleviate specific accommodation pressures and improve service access. The Council is currently working on a strategic solution to accommodation, which will enhance service provision across a range of service areas.
- b) We continue to develop our IT infrastructure with all operational staff now migrated to Citrix. We are piloting wireless networking and have enabled web-based access to desktop and applications. These developments will assist flexible working for staff whereby systems can be accessed from home or within partner agency sites.

We have commissioned a major programme to introduce electronic forms and document management to the department under the Electronic Social Care Record initiative. This will remove paper from virtually all processes and client records and provide a platform for client access to records and sharing data with the NHS Care Record Service in 2008 to 2010 (part of the NHS National Programme for IT).

We continue to actively participate in the e-Derby board and have contributed to the corporate e-forms project and the corporate performance management system where Social Services is the pilot site.

- c) Whilst the department, like many Social Services organisations, faces very real financial pressures, it has well developed and robust plans and monitoring systems for ensuring spending remains within budget wherever possible.

## **3.3 Services for Adults Including Older People**

### **1. National Priorities and Strategic Objectives**

#### **Areas for Improvement**

- a) The strategy to "grow" Intensive Home Care and reduce Admissions to Care of older people is being partly realised, but Admissions have

increased slightly in 2002-3 and remain significantly above comparator averages.

- b) A Comprehensive Strategy for services to Older People would enable partners and providers of social care for adults to respond more effectively to the department's strategic intentions.
- c) Work with partners towards the relocation of patients from Aston Hall and the re-commissioning of associated services will not result in closure by April 2004, although it is recognised that the issues of capital funding are not within the SSD's capacity to resolve.

### ***Department's Position***

- a) Intensive Home Care performance, as measured by PAF C28, has dipped slightly to 302 in 2003/4, as against 311 in 2002/3 (8.4 from 8.7). However, we have been penalised by our very good progress in the provision of Direct Payments with 76 people receiving intensive home care via this route who do not qualify for the PAF indicator. This relationship is recognised by the DoH.

Admissions to care are expected to drop slightly in 2003/4, the first time this has occurred in recent years. We will be seeking to further reduce admissions in 2004/5 with developments in Intermediate Care making more of an impact. However, this is a very challenging area, given the increasing numbers of very frail older people.

- b) Work is under way to establish a multi-agency framework to develop a comprehensive strategy for services to older people. This will be co-ordinated by the Older People's Partnership Group. Approval for the approach will be sought from Cabinet and the City of Opportunity Partnership. This will be followed by consultation with older people before the content of the strategy is finalised towards the end of 2004.
- c) It is now accepted by Government that the long-stay hospital closure programme for people with learning disabilities has slipped beyond the target date of April 2004. A new closure date of August 2004 is now agreed for Aston Hall Hospital with the DoH. The Cabinet will be asked to approve the award of a contract for care services on 16 March 2004, subject to the Partnership Agreement being agreed. Arrangements are in hand for houses to be provided but this aspect is being led by Greater Derby PCT. There remains a great deal of complex work to be completed before August. Regular monitoring meetings are now taking place between Trent Strategic Health Authority and the Aston Hall Project Board to ensure that no slippage occurs.

## **2. Cost and Efficiency**

### **Areas for Improvement**

- a) The need for a Comprehensive Strategy for Older People has been further emphasised by the Joint Review. It needs to be developed in consultation with commissioning partners and providers.

- b) The in-house Home Care Service is in urgent need of modernisation to a 24-hour/7-day service addressing more complex needs. The higher unit cost of the in-house Home Care Service should be addressed in this context.

### ***Department's Position***

- a) The work to prepare a Comprehensive Strategy for Older People was described earlier within the "National Priorities and Strategic Objectives" for Adult Services.
- b) Modernisation of the in-house Home Care Service is being managed by a Project Team. The work includes the development of proposals for management of service out-of-hours and the further development of intensive home care support for people with more complex needs. A Prevention Strategy is required, as part of the Comprehensive Strategy for Older People so that alternative ways of providing low-level care can be brought forward for consideration. The balance between in-house and external home care provision will be considered in the revision of the Department's Commissioning Strategy, which will be in place to influence the 2005/6 planning and budget cycle. Unit cost comparisons will need to inform this work, as will financial modelling of home care costs as external providers argue that fee rates are too low to secure the recruitment and retention of home care staff.

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

### **Areas for Improvement**

- a) Carers' Assessments show further improvement but remain below comparator averages.
- b) Although Mental Health LIT appraisals are mainly positive, the development of specialist dementia services is being delayed by the lack of capital funding for re-commissioning services provided at Kingsway Hospital, although it is recognised that the issues of capital funding are not within the SSD's capacity to resolve.

### ***Department's Position***

- a) Monitoring information suggests that the current improvement in Carers' Assessments will be maintained.
- b) Agreement has been reached for the Specialist Dementia Care Resource Centre to be provided within a Batch PFI scheme. Enabling funds will be secured by the Derbyshire Mental Health Trust to demolish the Lois Ellis building. The earliest time for the new Resource Centre to be operational, if the Batch PFI is successfully concluded, will be February 2007.

## **4. Quality of Service for Users and Carers**

### **Areas of Improvement**

Performance on the new user satisfaction indicator (PAF D 52/BVPI 182) needs investigation and interpretation.

### ***Department's Position***

The performance on the new service user satisfaction indicator (PAF D52) related to older people receiving home care. We have a detailed analysis of this and are addressing the areas of concern. However, there is an artificially high degree of turbulence in home care at present due to the implementation of Fairer Charging. We will be in a better position to reassess once the implementation is fully completed.

## **5. Fair Access**

### **Areas of Improvement**

The quality of public access to SSD premises needs major improvement as a corporate priority.

### ***Department's Position***

At a departmental level, additional modern office accommodation has been identified. This will significantly alleviate specific accommodation pressures and improve service access. The Council is currently working on a strategic solution to accommodation, which will enhance service provision across a range of service areas.

## **6. Capacity for Improvement**

### **Areas of Improvement**

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<b>Background papers:</b>	None		
<b>List of appendices:</b>	Appendix 1 – Implications		

## IMPLICATIONS

### Financial

1. None.

### Legal

2. None.

### Personnel

3. None.

### Equalities impact

4. The report is concerned with the department's performance and plans for meeting the needs of vulnerable service clients.

### Corporate objectives and priorities for change

5. This accords with the Council's objective of **protecting and supporting people**.