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Derby City Council
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Dear Margaret

ANNUAL REVIEW OF PERFORMANCE IN 2001 – 2002

Thank you for your co-operation with SSI's performance assessment programme, and for arranging our recent annual review meeting; with particular thanks for the assistance offered to me in taking notes

This letter sets out the Inspectorate's view of performance for social services in your area during the year April 2001 to March 2002, and comments on action for improvement for the year beginning April 2002. An overall rating of services will be confirmed by the Department of Health, in May 02.

In assessing performance, we have drawn on, and shared with you a profile of evidence from a number of standard sources. These include:

- ◆ The published PAF Performance Indicators for 2000-2001 in which Derby was placed at the highest level of performance.
- ◆ Monitoring information from two Position Statements completed in June and October 2001
- ◆ SSI monitoring of reviews and plans for service development, including the Quality Protects Management Action Plan for 2001-02, Joint Investment Plans, Special Grant Plans, and Capacity Plans.
- ◆ The management action plan for Quality Protects 02-03

- ◆ The report of an SSI Inspection of the Best Value Review of Community and Family Support Services
- ◆ SSI Inspection of Foster Care Services

It is worthy of particular note that Derby Social Services has sustained a comprehensive overview of strategic direction and development in the face of key personnel changes which have placed additional pressure on an already stretched strategic capacity. These pressures have been further compounded by the patterns of change in the Health community and within the corporate council.

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 key performance issues for which SSI has current information.

We are pleased to have identified some important improvements / areas of outstanding performance over the year. These are:

- Establishment of a tri-partite approach to commissioning services for Children and Young People with complex needs
- Delivery of a wholesale restructuring of Children's Services utilising a skill-mix approach
- Establishment of a city-wide Health Partnership Board which provides focus for shared consideration of a wide range of issues
- A shared appointment of Public Health post with Derby Central PCT and the council
- Progress on implementation of Mental Health NSF targets with identification of a "Derby" model for service delivery
- Excellent performance on Delayed Transfers of Care
- Good progress on Adoption targets

We discussed a number of key issues relating to the council's performance in the immediate / medium term future. These include the following:

- Sustaining the reported improvement in the provision of intensive home care services
- Progressing to concluding stages the re-configuration project for services for Older People with mental ill health in the context of the re-provision of Kingsway hospital
- Monitoring of practice in the re-registrations of children on the Child Protection Register.
- Delivery of strategic vision relating to the education needs of Children Looked After and Children in Need, good progress was noted with the significant commitment of the Assistant Director, Education Department .
- Responding to the impact of the corporate strategic review
- Consolidating the management team as new post holders join it
- Preparation for Joint Review to take place early autumn 02

Progress on these improvements will be reviewed at our next scheduled business meeting.

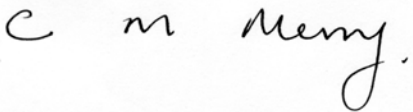
This letter and its annex will form part of SSIs performance record for the council. This year it will be published on the Department of Health's website, and you are asked to present the full document to an appropriate committee of the council, within two months of receipt, and to advise me of the date on which this will take place. The document must be made available to members of the public at the same time.

Progress will continue to be monitored during 2002-03 through our usual processes, and a further Annual Review meeting will take place during the last quarter.

From May 02, each council will be given a new Performance Rating - zero to three stars - based on an assessment of their overall performance using all the available evidence, not just the performance indicators. The evidence summarised in this letter will be used to help arrive at the rating. The Department will announce the overall results at national level later in the year.

A copy of this letter has been sent to the Council's appointed auditor to assist in the consideration of the social services aspects of the Best Value Performance Plan. I have not sent it to local health representatives but would ask you to consider copying it to the two PCTs!

Yours sincerely

A handwritten signature in black ink, reading 'C m Merry'.

Carolyn Merry
Business Link Inspector

Cc Council's Chief Executive
Appointed Auditor, KPMG Birmingham

Bcc Glen Mason
Steve Clarke Trent St. HA
James Parnell @ Audit Commission

ANNEX: PERFORMANCE SUMMARY 2001-2002

SERVICES FOR CHILDREN AND FAMILIES

a) Strengths and improvements during the year.

Assessment has highlighted the following key strengths and improvements to these services over the last year.

- Overall good to excellent performance on PAF indicators relevant to Childrens' services
- Improved performance on Adoption and permanence planning for children
- Implementation of BVR and family support strategy
- Reductions of numbers coming into public care and in numbers on the Child Protection register
- Formulation of Childrens' Fund proposals which have secured qualified approval
- Progress on adopting Personal Education Plans for Children Looked After
- Establishment of protocol on tripartite basis to meet requirements of children with complex needs
- Clear leadership in multi-agency working, particularly with the PCT with lead responsibility for Childrens' Services

b) Areas for Development were discussed and include:

Assessment has highlighted the following concerns about performance during the year. Fully establishing coherent connections between the Education Development Plan and Quality Protects targets

- Continuing focus on reducing numbers of externally purchased placements
- Continuing review of registration, re-registration and review of CPR cases

These are well known to Derby Social Services who have plans or work in hand to address performance and strive for continuous improvement.

c) Prospects for Improvement in 2002 – 03

We have reviewed prospects for performance improvement in 2002-03. Action should include:

- Consolidation of revised organisational structures in Children and Family Services
- Sustained progress towards strategic goals
- Partnership working to effectively manage the risk in meeting needs of children with complex needs. This role arises from high cost: unpredictable demand and limited resource allocations across agencies.

Please note that councils will receive a separate notification from the Department about decisions concerning the payment of the Quality Protects Grant for 2002/03. It was agreed at the meeting that I should be pleased to provide the Children's Management Team with more detailed feedback on MAP4 and utilise the opportunity to see the newly reconfigured services

SERVICES FOR ADULTS

a) Strengths and improvements during the year.

Assessment has highlighted the following strengths and improvements to services for adults during the last year.

- Very good performance on issues of capacity management
- Strong partnership working across the council and the range of health organisations
- Progress on shaping and implementing Mental Health services in line with NSF guidance; the integrated Mental Health Partnership is due to begin June 2002
- Lead Commissioner for Learning Disability services has been appointed
- Positive progress towards the implementation of Best Value Review with some rescheduled because of 2002/2003 budget pressures

b) Areas for development were discussed and include

- Need for improvement in provision of intensive domiciliary care packages: an in year improvement was reported to the meeting
- Exploring the detailed implications of the possible "whole Derbyshire" service for Mental Illness
- Performance in assessing the needs of carers, likely to be the focus of activity with the appointment of a carers' champion within operational management.

c) Prospects for Improvement in 2002 – 03

We have reviewed prospects and plans for performance improvement in 2002-03 including the results of the Local Modernisation Review, Local Implementation Plan for Mental Health Services, business cases for the re configuration of Kingsway and Aston Hall hospitals, Learning Disability JIP, and LPSA submission.

Action should include:

- ◆ Sustained improvement on the provision of intensive home care packages
- ◆ Finalising of plans for re-configuration of 2 hospitals in the context of these processes offering opportunities to develop modern models of service for

some key client groups such as: elderly people with Mental Illness: people with Learning Disabilities.

- ◆ Development of work to support delivery of LPSA target
- ◆ BVR of residential services, as planned.

The coming into post of some key appointees in Adult services at Assistant Director and operational lead levels will provide a positive opportunity to consolidate progress to date and review strategic objectives.