



HILLINGDON
LONDON



Social Services, Health and Housing Policy Overview Committee

Councillors on the Committee

Judith Cooper (Chairman)
Michael Markham (Vice-Chairman)
Patricia Jackson
Peter Kemp
John Major
Anthony Way

Date: THURSDAY, 9 JULY 2009

Time: 7.00 PM

Venue: COMMITTEE ROOM 5
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

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Published: 1 July 2009

Contact: Charles Francis
Tel: 01895 556454
Fax: 01895 277373
Email: cfrancis@hillington.gov.uk

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Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW
www.hillingdon.gov.uk



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Policy Overview

About this Committee

This Policy Overview Committee (POC) will undertake reviews in the areas of Social Services, Health & Housing and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Council's Adult Social Care, Health and Housing Department.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

Terms of Reference

To perform the following policy overview role:

1. conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. monitor the performance of the Council services within their remit (including the management of finances and risk);
3. comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. review or scrutinise the effects of decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. make reports and recommendations to the Council, the Leader, the Cabinet or any other Council Committee arising from the exercise of the preceding terms of reference.

In relation to the following services:

1. social care services for elderly people, people with physical disabilities, people with mental health problems and people with learning difficulties;
2. provision of meals to vulnerable and elderly members of the community;
3. Healthy Hillingdon and any other health promotion work undertaken by the Council and partners to improve the health and well-being of Hillingdon residents;
4. asylum seekers;
5. the Council's Housing functions including: landlord services (currently provided by Hillingdon Homes), private sector housing, the 'Supporting People' programme, benefits, housing needs, tenancy allocations and homelessness and to recommend to the Cabinet any conditions to be placed on the exercise of the delegations by Hillingdon Homes.

Policy Overview Committees will not investigate individual complaints.

Agenda

- 1 Apologies for Absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the meeting held on 16 June 2009 (to follow)
- 4 To confirm that the items of business marked in Part I will be considered in Public and that the items marked Part II will be considered in Private

PART 1 - MEMBERS, PRESS AND PUBLIC

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Hillingdon's Disabled People's Plan 2009 - 2012 (to follow)

The Transformation Agenda and Direct Payments in Hillingdon - Draft Scoping Report

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DISABLED PEOPLE'S PLAN

Report author: Gary Collier

Contact: 01895 250570

REASON FOR ITEM

To consult the Committee on the contents of the Disabled People's Plan and action plan.

OPTIONS AVAILABLE TO THE COMMITTEE

1. Question the officers on any aspect of the plan and action plan.

INFORMATION

1. POC was informed about the development of the plan at its April meeting. This report provides the Committee with the opportunity to give its views on the contents of the plan and action plan. The Committee's views can then be relayed to Cabinet at its meeting on the 16th July 2009 where it will be asked to approve the plan.
2. The Disabled People's Plan and action plan are attached to this report.

Definition of Disability

3. The definition of disability used by the Council is that contained within the Disability Discrimination Act, 1995 (as amended 2005). This states that a person has a disability if they have a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities.

Social Model of Disability

4. Through its Disability Equality Scheme, the Council adopted the social model of disability. This model acknowledges that, in many situations, it is not the disability that creates disadvantage but the attitudes and responses of services and people that cause social exclusion. This means that disabled people should not have to adapt to or accept any disadvantage in the provision of services but that services provided by the Council and its partners should be organised and delivered to ensure that disabled people do not suffer discrimination. The approach that is being taken to the development of the Plan reflects this fundamental principle.

Developing the Plan

5. The consultation that has taken place as part of the process of developing the Disabled People's Plan is the most extensive

consultation that the Council has undertaken with disabled people.

The following summarises the key elements of that process:

- a) an initial meeting with disabled people with a broad range of disabilities and voluntary organizations representing them in Nov 08 intended to identify the issues of major importance to disabled people;
 - b) a questionnaire that was widely distributed intended to identify the four most important issues for disabled people;
 - c) a meeting of the Disabled People's Assembly held on the 9th February 2009 intended to identify the key issues for disabled people;
 - d) responses sought from Council officers and partners, e.g. PCT, on what is being done already and what would be done between 2009 and 2012;
 - e) initial feedback provided to the Disabled People's Assembly on 27/04/09;
 - f) feedback on the consultation process and response of the Council and other partners taken to the joint strategic planning groups for people with learning disabilities, adults of working age with physical and/or sensory disabilities, older people and mental health;
 - g) workshop of disabled people held on 7/05/09 to consider feedback in more detail and explore some issues in more depth.
6. The views of young people were not specifically sought as part of the process of developing the plan. This was because of the consultation that took place shortly before that for the Disabled People's Plan as part of the Disabled Children's Strategy development process. POC considered a report about the strategy at its meeting in April 2009 and it was also approved by Cabinet in April.

Key Themes

7. The following are amongst the key issues that were raised by disabled people:
- **service promotion** – making disabled people and professionals aware of available services;
 - **disability awareness** – understanding the needs of disabled people;
 - **accessibility** – information, services and premises;
 - **choice** – improving options for disabled people;
 - **independent living** – disabled people being able to stay in their own homes;
 - **getting involved** – 'nothing about us without us';
 - **transport** – access and availability;
 - **safety and security** – at home and around and about

8. A number of these themes are common with the outcomes of the consultation for the Disabled Children's Strategy, particularly around reducing the fear of crime, enabling disabled people to contribute to their community and improving pathways to economic and social well-being.

Joint Working

9. The Disabled People's Plan helps to identify a number of examples of where partnership working both between Council departments and also between agencies across the statutory, voluntary and private sectors either already helps to deliver better outcomes for disabled people or will do so. Amongst these examples are:
 - Transition – jointly funded, dedicated staff based in ASCHH who work closely with the Children with Disabilities and Special Educational Needs Teams. The officers work with young people from the age of 17 with the intention of making the move to adult services as seamless as possible;
 - Mental health well-being centre – this is a partnership between the statutory (CNWL), voluntary (MIND, CAB) and private (Boots) sectors to develop a service for people with mental health needs that will prevent the need for more intensive support and interventions. Its High Street setting will help to 'normalise' this area of disability;
 - Hillingdon Centre for Independent Living (H-CIL) – a partnership between Adult Social Care, Hillingdon Community Health Services and Dash is enabling disabled people and their carers to get independent advice and support about their daily living equipment needs and the ways in which these can be met. Disabled people can also gain access to advice and information about a range of disability-related issues.

Implementation

10. The intention is to embed implementation of the plan into the Council's performance management systems. It is for this reason that the issues identified by disabled people have been addressed within the plan in line with the priorities contained in the Sustainable Communities Strategy 2008 – 2018
11. Each of the Local Strategic Partnership (LSP) theme groups will have responsibility for monitoring the actions within the plan that come within their remit and reporting will be undertaken quarterly on an exceptions basis. The aspects of the plan relating to children will be reported to the Children's Trust Board. The Healthier Communities and Older People theme group will have overall ownership of the plan and will review it in its entirety twice a year.

12. It is intended that quarterly reports will be made to the Performance Group chaired by the Deputy Chief Executive. At a department level the lead person for equalities and diversity will have the responsibility for collating performance reporting information. It is also intended that quarterly reports will be made to the Council's Disabled People's Champion.
13. POC should be aware that a much more detailed action plan will sit behind the one appended to this report. The details from this will be uploaded into the Council's performance management database, Excelsis. Actions that are the responsibility of partners such as the PCT will be included within the work plan for HCOP.

Publicising the Plan

14. Subject to the plan being approved by Cabinet, it is intended that it be officially launched at the Disabled People's Assembly meeting in September 2009. The plan will also be made available in different formats.

Plan Review

15. As with the Older People's Plan, it is proposed that the Disabled People's Plan will be a living document that will be reviewed on an annual basis.

PERFORMANCE AND BUDGET REPORT

Contact Officers: Dan Kennedy / Steve Cross
Telephone: 7261/0398

REASON FOR REPORT

The Terms of Reference for Overview Committees include:

“To monitor the performance of the Council services within their remit (including the management of finances and risk).”

The Performance and Budget Report provides the Overview Committee with an overview of the performance and budget position of the **Adult Social Care, Health and Housing Group** for 2008/09.

OPTIONS OPEN TO THE COMMITTEE

1. Consider, question officers and comment on the reports, as appropriate.
2. Agree to raise any concerns with the relevant Cabinet member
3. Or note the content of the reports.

INFORMATION

The Performance and Budget Report provides a review of the actions taken to meet the Council Plan targets, the Local Area Agreement targets (both of which are outcome driven) and performance indicators (local and national) that the groups use to manage and monitor their performance (and are available quarterly). This report responds to comments from the Committee requesting that additional supporting information is provided to the Committee about performance rather than a high-level summary. Additional information has been made available in the appendices to this report. Given the year end requirements to finalise performance and budget out-turn, this is the first opportunity to report the performance and budget position to the Overview Committee for the year 2008/09.

BACKING DOCUMENTS

- Performance report and budget out-turn report 2008/09

SUGGESTED OVERVIEW ACTIVITY.

1. The Committee to question Officers about their Groups' performance and budget position.
2. Make recommendations to Cabinet or Cabinet Member as appropriate

Section A – Serving our community & customers

CUSTOMER CARE STANDARDS

Complaints

A complaint, as defined by the Council's corporate policy and procedure is: 'An expression of dis-satisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the council or its staff affecting an individual or group of customers.'

For the year 2008/09,

- A total of 499 complaints at the first stage of the complaints procedures were received.
- Of the 499 complaints received, most (389) were received for housing related services, of which 210 were for Hillingdon Homes. Overall this represents a decrease of 18 complaints compared to the year 2007/08 (when a total of 407 housing related complaints were received)
- 110 complaints were received for adult social care at stage 1 of the social care complaints procedure, an increase of 15 from the previous year. The increase in the number of complaints was expected – during 2008/09 the complaints team have actively promoted access to the complaints procedure to carers and relatives of people receiving services, as well as service users themselves.
- Overall, 87% of complaints were responded to within 10 days, exceeding the council's customer care target that 80% of complaints should be responded to within 10 days.
- There are five main corporate categories for complaints: 'Against council policy, failure to perform, officer conduct, poor service, and racial incident'. There was a higher incidence of Adult Social Care and Hillingdon Homes complaints relating to poor service whereas in Housing Services there was a higher incidence of complaints relating against council policy.
- Complaints and customer feedback are used to make service improvements. Some examples include:
 - Housing repairs – Due to an increase in complaints about central heating issues during the cold winter months, Hillingdon Homes and Adult Social Care Health and Housing staff have been working with the heating contractor to ensure procedures are in place to protect vulnerable tenants. This includes prioritising visits, the immediate provision of emergency heating and hot water equipment as well as recompense for additional heating expenses incurred by the tenant.
 - Complaints about the quality of care – in response we have strengthened our contract management function and processes to undertake un-announced visits to residential and nursing homes and to the homes of people receiving domiciliary care. Monitoring of higher risk providers has been intensified and action plans are agreed and followed up with care providers to address quality of care issues.

The annual complaints report for 2008/09 will be presented to the Overview Committee in the Autumn 2009 and will contain more information about complaints themes and action taken to resolve complaints.

Section B – Achieving value for money

% capital projects on track against time, quality & cost

The outcome for the HRA (Housing Revenue Account) was a minor overspend representing 1.4% as a result of a need to replace boilers that could not be repaired. An underspend on the Adult Social Care modernisation £436k is largely due to difficulties in finding suitable sites and a smaller underspend of £268k for IMG (Information Management Grant) and ESCR (Electronic Social Care Records) is due to a decision to align the programme with Children’s Services.

Progress in achievement of MTFF and AES savings

At the end of quarter 4, Adult Social Care, Health, and Housing delivered the savings identified in the Medium Term Financial Forecast (MTFF) and Annual Efficiency Statement (AES).

Monthly budget position

The final outturn position for Adult Social Care, Health, and Housing is an underspend of £1,129k, a marginal movement of £26k from the M11 position.

There has been a range of expenditure pressures evident in the forecasting from the credit crunch which have been offset by action taken to control the cost of care packages, restrict expenditure including holding some vacancies and to accelerate savings proposal where possible.

Division of Service	Forecast Variance Month 13 £000	Forecast Variance Month 11 £000	Change from Month 11 £000
Adult Social Care	-1,097	-780	-317
Housing	+270	-21	+291
Adult Social Care Health + Housing	-827	-801	-26

Adult Social Care: £1,097k underspend (£317k favourable)

The Adult Social Care service final position is an underspend of £1,097k, which represents a favourable movement of £317k from the M11 position, the table below summarises this forecast. The Adult Social Care budget (£100m gross, £78m net) contains a large number of demand led volatile budgets which since January, has recorded a significant reduction in demand for residential services, particularly for older people.

Division of Service	Forecast Variance Month 13 £000	Forecast Variance Month 11 £000	Change from Month 11 £000
Older Peoples Services	-930	-767	-163
Physical & Sensory Disability Services	-719	-528	-191
Learning Disability Services	+115	-92	+207
Mental Health Services	+494	+540	-46
Support Services	-38	+67	-105
Corporate and Capital Recharges	-18	0	-18
Adult Social Care Total	-1,097	-780	-317

Older People Services: £930k underspend (£163k favourable)

Although the overall reduction in forecast since M9 is £550k this is primarily due to a reduced residential demand during Q4. It would not have been possible to have forecast this reduction with any certainty earlier in the year as previous forecasts were based on an average winter period which would normally show an increase in demand for these services.

Physical Disabilities: £719k underspend (£191k favourable)

The demand for services over the Q4 period continued to fall when compared with previous forecasts which, when coupled with one-off expenditure measures introduced last autumn has resulted in this underspend.

Learning Disability: £115k overspend (£207k adverse)

The conclusion of the s75 agreement with the PCT has brought some certainty to the councils budget position in one respect but has resulted in clients now moving between us when their health status changes. This is considered to be a broadly balanced outturn positioning in the context of this service managing a gross spend of £28.4m.

Mental Health: £494k pressure (£46k favourable)

The initial cause of this pressure has been reported during the year and related to a sudden increase in clients who were no longer eligible to receive health funding in March / April 2008. The outturn position now reported shows no significant change from that reported in the early part of this financial year.

Support Services: £38k underspend (£105k favourable)

This is a balanced outturn position and the subsequent late movement is primarily as a result of slippage in IT development whilst these plans were re-evaluated; this service is managing a gross spend of £13m.

Housing General Fund: £270k overspend (£291k adverse)

The movement in the overall position resulted from a range of pressures including continuing pressures in the homelessness area as outlined in paragraphs below.

Division of Service	Forecast Variance Month 13 £000	Forecast Variance Month 11 £000	Change from Month 11 £000
Benefits	-6	-51	+45
Homelessness	+224	+56	+168
Caravan Sites	+26	-4	+30
Housing Advice	0	0	0
Housing Private Sector	-4	0	-4
Housing Careline	+33	+13	+20
Other Housing Services	-3	-35	+32
TOTAL	+270	-21	+291

Housing and Council Tax Benefit: £6k underspend (£45k adverse)

The small movement in this budget resulted from an increased take up of benefits towards the latter part of the year. This budget may face increasing pressures during 2009/10 if the increase in take up is sustained.

Homelessness: £224k pressure (£168k adverse)

The homelessness budget was under pressure throughout the year. As the current benefit regime for PSL remained advantageous, the adverse budget impact was mainly due to reducing numbers, which partly resulted from the success of the prevention effort. This along with difficulties in sustaining void rates at a low level contributed to the movement in variance at period 13.

Other Housing Areas

There were also other various other smaller movements at period 13 within the other housing areas. This includes additional (legal) costs relating to an Anti Social Behaviour Order for the Caravan Sites budget, while the variance for Careline was due to increased staffing support. The change in Other Housing Services resulted from a number of smaller budget areas spending to budget.

Housing HRA - £252k underspend (£63k favourable)

The final outturn position for the HRA shows an underspend of £252k, representing a small favourable movement of £63k from the M11 position.

Division of Service	Forecast Variance Month 13 £000	Forecast Variance Month 11 £000	Change from Month 11 £000
HH Ltd: General and Special Services	+102	-153	+255
HH Ltd: Repairs Services	-47	+153	-200
LBH: General and Special Services	-78	+113	-191
LBH: Repairs Services	+162	+163	-1
Other Expenditure	-470	-785	+315
Income	+79	+320	-241
In Year (Surplus) / Deficit	-252	-189	-63

Hillingdon Homes had a small overall overspend of £55k with the General and Special Services overspend of £255k, due to increased costs for insurance premiums and energy costs, being largely offset by an underspend of £200k within the Repairs Service that mainly due to insurance income received for some of the repairs.

The favourable movement of £191k within the LBH General and Special Services area resulted from a number of small improvements in annual recharges including lower Central Support, Debt Management and water commissions. The Other Expenditure line shows a lower favourable variance due to increased expenditure on the Capital Funded from Revenue line that was anticipated to fall in 2009/10. The improvement in the Income budget is largely due to a revision of the provision of bad debts.

Capital

The final position for the departments capital budget is an outturn of £5,071k compared with a budget of £5,815k (87.2% of budget) for the General Fund; and a draft outturn of £11,938k compared with a budget of £11,773k (101.4% of budget) for the HRA.

ASCH+H CAPITAL SCHEMES 2008/09	Original Budget	Revised Budget	Actual Spend @ Month 12	Actual % Spend of Revised Budget	Draft Outturn Variance
	£' 000	£' 000	£' 000	%	£' 000
Capital Works	10,500	11,090	11,405	102.8%	315
Cash Incentive Scheme	150	150	130	86.7%	(20)
New Build - Long Lane	28	295	307	104.1%	12
Other Projects	200	238	97	40.8%	(141)
HRA	10,878	11,773	11,939	101.4%	166
DFG & PSRG	2,821	4,543	4,566	100.5%	23
Colne Park Caravan Sites	413	100	37	37.0%	(63)
IMG & ESCR	341	655	387	59.1%	(268)
MH and LD Modernisation	5,865	517	81	15.7%	(436)
ASCH+H Total	9,440	5,815	5,071	87.2%	(744)

A major contributory factor to the HRA overspend was an increase in the demand for replacement boilers as boilers were breaking down and becoming un-repairable at a

faster rate than predicted. It would not have been acceptable to leave any tenant without heating during the winter months.

The 2008/09 ASCH+H programme was re-phased significantly from its original budget in recognition of a Social Housing Grant (SHG) Bid being progressed, this is a similar approach to that adopted for the Mental Health Programme. It was therefore advantageous to delay the programme pending the outcome of this bid which is expected to be known in 2009/10, the £60k spend reflects this strategy. The amount of spend in 2009/10 will depend on finalising sites, which in turn will then enable the SHG bid to the Homes and Communities Agency to be finalised. Other parts of the programme have also contributed to this major slippage including difficulties in identifying suitable replacement sites for some services.

The slippage of £268k on IMG/ESCR is due to a) delay in the Children's scanning element becoming operational as both Adult Social Care & Children's will benefit from a joint implementation and; b) other changes in the overall timetable of the implementation of the new client / financial system for Adult Social Care & Children's services. There is a large capital financing of this programme made up of Grants for which there are no restrictions and it is primarily these balances that have been carried forward into 2009/10.

Budget Planning

MTFF Review Process

The Medium Term Financial Forecast (MTFF) process has been refreshed to meet the challenges posed by the adverse economic conditions. The budget process for 2010/11 and beyond as agreed by Business Transformation Board (BTB) will focus on a number of themes including:

- Cross cutting transformation projects including Customer Experience and ICT reorganisation will deliver efficiencies through new ways of working.
- Prioritisation of services to identify services that may not be essential.
- Income generation / maximisation of funding opportunities.

These will impact on the local ASCH&H process for efficiencies and savings. The approach at a Directorate level will include looking at opportunities for identifying efficiencies by looking at new ways of working and, a more rigorous zero based approach towards individual budgets. This will involve SMT meeting with each Head of Service to scrutinise their budgets in detail and reconcile these with service imperatives.

The broad timetable within ASCH&H is set out in the table below:

MTFF Timetable

Process	Timetable
Report to SMT	April
Briefing to Leadership Group	May
ASCH+H MTFF scoping session	May
Conclusion of Leadership Group	June
1st draft MTFF report to SMT	August
2nd draft MTFF report to SMT	September
MTFF report finalised by SMT	September
ASCH+H MTFF challenge session	September
Revised ASCH+H MTFF position agreed at SMT	October
ASCH+H MTFF final sign off session	November
Briefing to Leadership group	December

Section C – Strengthening planning & performance

This section of the report provides an update on the performance achievements for Adult Social Care, Health and Housing. This includes updates on targets for Adult Social Care, Health and Housing within the Council Plan, Local Area Agreement targets, key performance targets and our improvement programme in response to the service review in 2007.

Council plan

Overall, nearly all local council plan targets for ASCH&H were delivered to target for 2008/09. A full update of all ASCH&H targets within the Council Plan can be found at appendix A. Some highlights include:

- Reducing the use of temporary accommodation – the target for 2008/09 to reduce the use of temporary accommodation was achieved. Officers continue to monitor the impact of the downturn in the economy on levels of homelessness.
- Deliver home energy efficiency measures – during 2008/09, the Council provided 849 home energy efficiency measures in the private sector, mainly to the homes of older people – exceeding the target of 375 for the year.
- Keeping people safe in their own home – a total of 251 people benefitted from technology which helped them to remain living independently and safely at home. The new technology includes door alarms and sensors installed in the home.
- Modernising Adult Social Care – During 2008/09, a development of a scheme providing supported housing for 9 adults with mental health needs was completed. Another key element of the modernisation programme delivered during 2008/09 was the successful provision of 12 additional supported housing places for adults with a learning disability – moving away from commissioning residential care places where possible.

During 2008/09 the Council did experience slippage to three targets for Adult Social Care, Health and Housing, related to the impact of the downturn in the economy. These included:

Target 40 - Extend our first time buyers deposit scheme for borough residents to provide additional funding to help up to 50 individuals or couples a year to get onto the property ladder.

Key actions to achieve the target

- CP040.1-First time buyers deposit scheme extended by March 2009 - 50 individuals or couples are helped to buy their own property.,
- CP040.2-Deliver a targeted publicity campaign to increase take-up of the scheme:
- CP040.2a-Contact all registered Estate Agents to help identify suitable applicants,
- CP040.2b-Deliver briefing sessions about the first time buyers scheme to all interested Estate Agents,
- CP040.2c. Produce a flyer for the windows of Estate Agents offices and local Gyms,
- CP040.2d. Publicise the first time buyers scheme on the Hillingdon Council website.,
- CP040.3-Achieve quarterly targets for the number of people approved for the first time buyers scheme
 - a. quarter 2 = 20 approvals
 - b. quarter 3 = 20 approvals
 - c. quarter 4 = 20 approvals

Year end position

AMBER – For the year to the end of March 2009, 24 applicants were awarded grants and completed a purchase. For the 4th quarter from the 1st January 2009, 7 applicants completed purchases. The take-up of the scheme has been affected by the downturn in the economy and the associated impact on the housing market.

Target 41 - Promote increased capacity for sheltered housing in the private sector

Key actions to achieve the target

- CP041.1 - Progress with a major developer the development of private sector assisted living housing specifically for older people - on the RAF site in West Ruislip - complete planning process with developer by March 2009.,
- CP041.2 - Finalise discussions and negotiations with a private sector developer for new build sheltered housing in Ruislip.
- CP041.3 - Market the Frank Welch Court site to develop housing to meet the needs of older people.

Year end position

AMBER - Detailed negotiations over the contract and price are continuing for the provision of affordable sheltered housing. The negotiations have been extended due to the need to re-appraise the financial viability of the scheme and confirm funding sources in light of the fall in land values arising from the economic down-turn. Grant application to

be submitted by the Registered Social Landlord partner to the Homes and Communities Agency once terms have been agreed.

Discussions about the future use of The Frank Welch Court site development is continuing with a recommendation from the Housing Supply Team to redevelop as an extra care scheme. The speed with which this site is to be disposed has been affected by the fall in land values and the need to remove a restrictive covenant. This site is going forward to the Strategic Property Group.

Target 45 - Maintain an excellent housing/council tax benefit service and housing service, demonstrating value for money and increase benefit take up and improve the speed and accuracy of benefit applications - achieve the quarterly targets for the percentage of claims where the calculation of benefit claims is correct (formerly BVPI79a)

Key actions to achieve the target

- CP045.1-Achieve the quarterly targets for the percentage of claims where the calculation is correct - Achieve quarter 1 = 90%,
- CP045.2-Achieve quarter 2 target=92%,
- CP045.3-Achieve quarter 3 target=94%,
- CP045.4-Achieve quarter 4 target=95%

Year end position

AMBER - The year end out-turn for the accuracy of benefits assessment was 92.95%. Performance has been affected by the impact of the downturn in the economy which has increased the number of benefit claims and workload. The definition used to calculate accuracy of benefit assessments for 2008/09 is the former BVPI definition which does include historical errors - which for 2008/09 includes assessments made before 1 April 2008. Performance is being re-worked to measure benefits performance assessment activity in the year 2008/09 to exclude historical assessments. For 2009/10, out-turn will be measured considering only assessments undertaken in 2009/10.

Local area agreement targets

Overall, most local area agreement targets for ASCH&H were delivered to target for 2008/09. A full update of ASCH&H Local Area Agreement targets for Hillingdon can be found at appendix B. Some highlights include:

- **Decent housing** – the target to improve 330 homes in the private sector was achieved. In total homes of 339 vulnerable adults and older people were improved working in Partnership with London Warm Zones, energy companies and home improvement organisations.
- **Increasing benefit take-up** – during 2008/09 targeted action has been delivered to increase the number of older people in receipt of a welfare benefit where they are entitled. In total 647 people have received additional benefits since 1 April 2007 working in partnership with a range of partners to make referrals to the Council and the Department for Work and Pensions.
- **NI 141 / 142** – **increasing the number of people either achieving or maintaining independent living** – both targets were met during 2008/09 – overall target expected to be met for future years.

- NI 150 – Adults in contact with secondary mental health services in employment – during 2008/09 a survey was undertaken to establish a baseline for the number of adults with mental health needs in paid employment. A baseline was established and targets set for future years.

One Local Area Agreement target for ASCH&H showed some slippage at the end of March 2008:

NI 132 – Timeliness of social care assessments

The target for 2008/09 was 90% of assessments for adult social care were to be completed within 28 days of the referral.

Year end position

AMBER - Overall on track to achieve the target by March 2011 that 94% of assessments will be completed within 28 days. During 2008/09 assessment and care management functions have been restructured and business processes improved to achieve the target. A new information system is being implemented during 2009/10 to strengthen management information and workshops will be held with new teams to support those teams achieve the target. At the end of March 2009, provisional performance for NI 132 is being finalised and checks being made in line with audit requirements

Other Performance Targets

Performance Achievements in 2008/09

Overall, housing services and benefit services are recognised by the Audit Commission to be higher performing services. Housing Benefit Services and Housing Services both achieved an 'excellent' four out of four for their Comprehensive Performance Assessment rating from the Audit Commission for 2007/08. This is the highest possible assessment from the Audit Commission.

The Commission for Social Care Inspection awarded adult social services in Hillingdon 1 star for 2007/08, the highest being three stars, the lowest zero stars. The 1 star rating reflected the need to strengthen partnership and management arrangements for safeguarding adults in Hillingdon – which has been subject to a robust improvement programme during 2008/09 and a review by this Committee.

Specific performance achievements in 2008/09 include the following. These represent a selection of some of our more challenging performance targets:

- Preventing homelessness and reducing the use of temporary accommodation
 - Target to reduce the number of families in temporary accommodation by 50% by 2010 - we achieved our target for the reduction of families in temporary accommodation for 2008/09.
 - BV213 – the reduction in the use of temporary accommodation has, in part, been achieved through closer partnership working with landlords and other partners to resolve the housing difficulties of people presenting as homeless to the council.

- Benefit Services –
 - During 2008/09 two new key national indicators were introduced for benefit services – NI 180 (annual number of changes to benefit entitlement) and NI 181 (average time to process new claims and change events). These two indicators have been subject to changes in definition during 2008/09.
- Rent Collection
 - The target for Hillingdon Homes rent collection was met during 2008/09
- Promoting Independent living – we have continued to improve or maintain good performance against key targets for independent living. This includes
 - BVPI 56 - percentage of items of equipment and adaptations delivered within 7 days – the out-turn for this indicator achieved the target set.
 - NI 133 – waiting times for services. The out-turn was 89.6% against a target of 90% and we are on track to achieve the target of 92% of services provided within 28 days by March 2010.
 - Waiting times for major adaptations – were significantly reduced during 2008/09 from 35 weeks to 21.8 weeks in 2008/09.

Targets for further improvement

- NI 132 – waiting times for assessments - A key target experiencing slippage during 2008/09 was the percentage of adult social care assessments completed within 28 days. An update can be found above under the 'local area agreement' section of this report.
- Carers services – including take-up of carers assessments continues to remain a priority during 2008/09 to ensure carers are supported to continue caring. During 2008/09 we put in place a new Carers Strategy setting out the future development of support and services for carers.

Adult Social Care, Health and Housing Improvement Programme

The Service Review of Adult Social Care, Health and Housing in 2007 has informed an improvement programme to achieve a transformation in systems, processes, structures and culture to deliver excellent services to our customers. At the same time the improvements will realise efficiencies in line with the MTFE expectations. The improvement programme is structured into 3 work streams. Each of these work streams is sponsored by a senior manager and includes specific projects identified as priorities.

Significant progress continues to be made to deliver the key projects which will deliver real improvements to the lives of people in Hillingdon. Some highlights include:

WORKSTREAM 1

"Modern - offering customer choice and supporting independence" (Joint Lead = Neil Stubbings/Brian Doughty)

Transforming social care – Support, Choice and Independence – the future of social care

One of the major drivers of the Adult Social Care, Health and Housing improvement programme is the new Government agenda in relation to self directed support. Self directed support is about giving people more choice and control over their lives, including the provision of individual budgets, and is based on the principle that the individual should make their own decisions about the services they receive.

A new Transformation Team has been set up to take this agenda forward and work is already underway on some of the key projects including:

- Carrying out a comparative budget exercise – to assess the impact individual budgets may have on budget provision
- Carrying out a brokerage pilot – to test a new model of brokerage which will support the new system
- Setting up an on line citizen portal – which will be a key source of information and method of accessing Hillingdon's social care services in the future

This new agenda will have a major impact on everything we do across adult social care and is a key priority for the department. It has been set up as a specific work stream with the department's overall improvement programme and will be closely monitored by the Improvement Programme Board.

Information Systems Modernisation – Adult Social Care

Following a successful implementation in Children and Families, Liquid Logic's Protocol system is now being implemented across Adult Social Care and the feedback from staff so far is positive. The new system went live in Hillingdon Social Care Direct and the Hospital Discharge team on 29 April and will be rolled out to other teams across Adult Social Care over the next few months, following which the financial element will go live.

At the same time, we will also be introducing document imaging to provide electronic records of all social care users, as well as tablets to support mobile and flexible working. These changes are a major step forwards towards having a modern and efficient information system which will fully support staff and provide an excellent platform for delivering the projects within the department's improvement programme.

Single Point of Access for Adult Social Care

One of the key projects within the transforming social care work stream has been to introduce a single point of access, based within the council's contact centre, for customers who need adult social care.

Instead of using direct dial numbers, residents are now able to call one number and contact centre staff have been trained to deal with various services, for example blue badge applications or making simple changes to people's care requirements.

The aim of introducing this new single point of access is for us to provide a more accessible, responsive and consistent service to our customers. 'Hillingdon Social Care

Direct' went live in December 2008 and dovetailed with a re-organisation of assessment and care management functions to complement new, more efficient ways of working.

WORKSTREAM 2

"Well managed - with our customers setting the standards" (Lead = Neil Stubbings)

Improving Communications

As identified in the staff survey, a modern, adaptable workforce demands good communications from managers.

As part of the communications strategy in Adult Social Care, Health and Housing, a series of staff roadshows have been held to celebrate the achievements the department has made over the past year and to set out the challenges ahead. Over 600 staff attended the events and the feedback has been extremely positive, with many staff wanting to see more events like this again in the future.

A report has been produced to provide feedback on what staff thought of the events and explain what we will be doing to take forward their suggestions.

Customer Engagement

To help us achieve a consistent approach to customer engagement across the department, 10 customer engagement performance standards have been developed and a new project has been set up within the improvement programme to help implement these. The project involves:

- Building a new Customer Engagement and Service Development Team – this will be expanding over the next few months, with the first positions due to be published in July
- Setting up a framework for good practice
- Improving the practice of customer engagement within Service Teams with guidance and hands-on support from the new team

Workforce planning

We have recently held a planning event with senior managers and corporate HR to help shape the priorities of our workforce planning project. The purpose of this project is to develop our workforce for the future and address key issues and priorities including:

- Building a culture for success
- Developing our staff and managers

- Recruitment and retention
- Workforce planning management information
- Promoting what we do
- Streamlining processes

Project documentation for the workforce planning project is currently being drafted and will be presented to the Improvement Programme Board in July 2009.

WORKSTREAM 3

“Excellent services - which improve the lives of our customers” (Lead = Brian Doughty)

Safeguarding Adults

During 2008/09 considerable progress has been made to further strengthen the arrangements in Hillingdon for safeguarding adults. This includes:

- Re-launching the Hillingdon Safeguarding Adults Partnership Board on 13 November 2008, with new governance arrangements, membership, terms of reference and multi-agency sub-groups to drive change
- A cross-partnership safeguarding business plan in place setting out a clear vision for safeguarding adults and priorities for improvement.
- Delivering training and safeguarding awareness to staff working across different agencies in Hillingdon
- Increased capacity – a dedicated safeguarding adults team is in place led by a Safeguarding Service Manager.
- Established stronger quality assurance and performance management arrangements for safeguarding – a new safeguarding module of the existing social care database is in place to strengthen recording, new performance reports are available to managers and audits are routinely taking place to evaluate practice.

During 2008/09, 302 safeguarding adults referrals were received for the following client groups:

Client Group	Number of referrals
Older People	178
People with Learning Disabilities	24
People with physical/sensory disabilities	83
People with mental health needs	17
TOTAL	302

The total number of safeguarding referrals in 2008/09 represented a 21% increase compared to the previous year when 250 safeguarding adults referrals were received.

The reason for the increase in safeguarding adults referrals can be linked to our proactive approach to raise awareness of safeguarding, including:

- Delivery of mandatory training and briefings to assessment and care management staff, other professionals and staff across the Council
- Awareness training delivered to staff in partner agencies and care providers
- Robust contract management of care home providers and domiciliary care providers
- Engagement with relatives of people living in care homes

Further details about safeguarding adults activity will be presented to the Committee later in the year.

Commissioning and Procurement

A new project has been set up within our improvement programme to strengthen commissioning and procurement for adult social care. The project will establish new arrangements for those residential and domiciliary care contracts which are due to come to an end in 2010 and will help us to meet the changing needs of our service users and provide them with greater support, choice and independence.

The project will also contribute positively to joint working across West London, exploring the potential for sub regional procurement of social care and exploiting all possible benefits for Hillingdon.

Section D – Building a culture for success

Workforce plan

The Adult Social Care, Health and Housing Group are actively progressing initiatives to strengthen and develop the workforce to deliver excellent services to our customers. Targeted recruitment campaigns in adult social care have shown some specific successes. (please see 'workforce planning' update above).

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
022	A safe borough	CP022 Work closely with our partners, including Registered Social Landlords and other landlords to tackle anti-social behaviour in social housing.	Jeff Maslen	Neil Stubbings	CP022.01 Consider whether a preferred list of Registered Social Landlords is an appropriate option to help strengthen joint working.	31/12/2008	Completed	The first meeting of the RSL Housing Services Forum took place in November 08 with the second held in January 09. Hillingdon is one of the national pilots for a project involving increasing the partnership working between a local authority and RSL - the project will focus on tackling homelessness, improving management of housing stock, tackling overcrowding, reducing unauthorised tenancies and improving access to private sector housing.	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
040	A borough with improving health, housing and social care	CP040 Extend our first time buyers deposit scheme for borough residents to provide additional funding to help up to 50 individuals or couples a year to get onto the property ladder.	Jeff Maslen	Neil Stubbings	CP040.1-First time buyers deposit scheme extended by March 2009 - 50 individuals or couples are helped to buy their own property., CP040.2-Deliver a targeted publicity campaign to increase take-up of the scheme: CP040.2a-Contact all registered Estate Agents to help identify suitable applicants, CP040.2b-Deliver briefing sessions about the first time buyers scheme to all interested Estate Agents, CP040.2c. Produce a flyer for the windows of Estate Agents offices and local Gyms, CP040.2d. Publicise the first time buyers scheme on the Hillingdon Council website., CP040.3-Achieve quarterly targets for the number of people approved for the first time buyers scheme a. quarter 2 = 20 approvals b. quarter 3 = 20 approvals c. quarter 4 = 20 approvals	31/03/2009, 31/08/2008, 30/09/2008, 30/09/2008, 31/08/2008, 31/03/2009	Some Slippage, Completed, Completed, Completed, Completed, Some Slippage	CP040.1 - Some slippage. For the year to the end of March 2009, 24 applicants were awarded grants and completed a purchase. For the 4th quarter from the 1st January 2009, 7 applicants completed purchases. A further 4 applicants confirmed completion dates before the end of May. Completed. 70 Estate Agents have been contacted with details about the scheme and many have registered for further information. 19 estate agents responded and registered. CP040.2a - Completed. 70 Estate Agents have been contacted with details about the scheme and many have registered for further information. 19 estate agents responded and registered. CP040.2b - Completed - briefings delivered to 7 estate agents initially and separate briefing sessions held subsequently. Estate agents continue to be contacted to generate interest in the scheme CP040.2c - Completed - flyer to promote the scheme prepared and distributed to Estate Agents and local Gyms. Marketing postcards distributed to estate agents / Gyms. CP040.2d - Completed. Promotional information about the first time buyers scheme has been published on the Council's website. First-Time Buyers' Scheme given prominence on Council website, and remains the first item on the Housing page. Meetings with and promotional material distributed to mortgage managers at Nationwide, Halifax, Abbey and HSBC. Scheme promoted on banner at ice-rink in front of Civic Centre and on Twitter (an on-line service allowing a brief message alert), the latter providing a brief highlight of the scheme and the website link to apply. (virtually all applications are on-line) CP040.3 - At the end of March 2009 there are 12 applicants 42 approved and looking for properties. A further 14 applicants have been approved and have had an offer accepted on a property. There are 7 approval interviews that have recently been completed,	Some Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
041	A borough with improving health, housing and social care	CP041 Promote increase capacity for sheltered housing in the private sector	Jeff Maslen	Neil Stubbings	CP041.1 - Progress with a major developer the development of private sector assisted living housing specifically for older people - on the RAF site in West Ruislip - complete planning process with developer by March 2009., CP041.2 - Finalise discussions and negotiations with a private sector developer for new build sheltered housing in Ruislip., CP041.3 - Market the Frank Welch Court site to develop housing to meet the needs of older people.	31/03/2009, 31/03/2009, 31/03/2009	Some Slippage, On Target, Some Slippage	CP041.1 - Detailed negotiations over the contract and price are continuing for the provision of affordable sheltered housing. The negotiations have been extended due to the need to re-appraise the financial viability of the scheme and confirm funding sources in light of the fall in land values arising from the economic downturn. Grant application to be submitted by the Registered Social Landlord partner to the Homes and Communities Agency once terms have been agreed. CP041.2 Overall on track - Site 1 in Pembroke Road on track to be provided by George Wimpey for Paradigm HA to provide 25 sheltered for rent and 12 shared ownership for age restricted over 55's. Practical completion date has been rescheduled due to minor design amendments and technical issues with the roof. Completion now due May/June 2009. Under occupying nominees are invited to view a show flat on 5th May. Site 2 in Pembroke Rd for 31 sheltered private apartments was refused on appeal and will not proceed. CP041.3 Discussions about the future use of The Frank Welch Court site development is continuing with a recommendation from the Housing Supply Team to redevelop as an extra care scheme. The speed with which this site is to be disposed has been affected by the fall in land values and the need to remove a restrictive covenant. This site is going forward to the Strategic Property Group.	Some Slippage
042	A borough with improving health, housing and social care	CP042 the telecare project, which helps people with dementia to remain living at home, will be extended to people at risk of falls.	Jeff Maslen	Brian Doughty	CP042.1 - Put in place and deliver a promotional campaign to health staff to refer people at risk of falls to the telecare services - awareness campaign starts September 2008, campaign delivered by 31 March 2009., CP042.2 - By 31 March 2009 a total of 150 people have accessed the telecare service, CP042.3 - Further develop the use of assistive technology with Hillingdon Primary Care Trust - agreement with the PCT on the best way forward reached by 31 March 2009.	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed	CP042.1 - Campaign started June 2008. CP042.2 - A total of 251 people received a telecare service in 2008/09. Telecare co-ordinator appointed to lead the development of telecare services. CP042.3 - Ongoing discussions underway with Hillingdon PCT to explore possibilities for joint working	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
043	A borough with improving health, housing and social care	CP043 Deliver the decent homes targets, an initiative to ensure all residents have good quality housing-improve housing in the private sector.	Jeff Maslen	Neil Stubbings	CP043.1 - Deliver the quarter 1 target=70 private sector homes improved, CP043.2 - Achieve quarter 2 target=85 homes, CP043.3-Achieve quarter 3 target=85 homes, CP043.4-achieve quarter 4 target=90 homes	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP043.1 - Completed. Quarter 1 target achieved - 94 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones and Frays Care and Repair. The homes of vulnerable people have been targeted for improvement. CP043.2-Completed. Target for quarter 3 achieved and overall on track - 116 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable people have been targeted for improvement. Overall, 324 out of the year target of 330 has been achieved to date CP043.3-Completed. Target for quarter 3 achieved and overall on track - 116 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable people have been targeted for improvement. Overall, 324 out of the year target of 330 has been achieved to date CP043.4 - Target for quarter 4 achieved and annual target met - a further 15 homes in the private sector have been improved during quarter 4 working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable and older people have been targeted for improvement. Overall 339 homes have been made decent in the year against a target of 330.	Completed
044	A borough with improving health, housing and social care	CP044 Reduce the number of people in temporary accommodation by 50% by 2010.	Jeff Maslen	Neil Stubbings	CP044.1-Deliver the quarterly targets for national indicator 156, quarter 1 target = 1325 units of temporary accommodation, CP044.2-quarter 2 target = 1290 units of temporary accommodation, CP044.3-quarter 3 target = 1256 units of temporary accommodation, CP044.4-quarter 4 target = 1221 units of temporary accommodation	30/09/2008, 31/12/2008, 31/03/2009, 30/06/2008	Completed, Completed, Completed, Completed	CP044.1 - Completed. At the end of quarter 1 2008/09, 1276 households were living in temporary accommodation achieving the target for quarter 1. CP044.2 - Completed. At the end of quarter 2 2008/09, 1245 households were living in temporary accommodation achieving the target for quarter 2. CP044.3 - CP044.3 - Completed quarter 3 target. Overall on track by 31.03.09. At the end of quarter 3 2008/09, 1209 households were living in temporary accommodation achieving the target for quarter 3. Officers are monitoring the potential impact of the 'credit crunch' on homelessness activity. CP044.4 - Completed quarter 4 target. At the end of quarter 4 2008/09, 1174 households were living in temporary accommodation achieving the year end target. Officers are monitoring the potential impact of the 'credit crunch' on homelessness activity	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
045	A borough with improving health, housing and social care	CP045 Maintain an excellent housing/council tax benefit service and housing service, demonstrating value for money and increase benefit take up and improve the speed and accuracy of benefit applications - achieve the quarterly targets for the percentage of claims where the calculation of benefit claims is correct (formerly BVPI79a)	Jeff Maslen	Neil Stubbings	CP045.1-Achieve the quarterly targets for the percentage of claims where the calculation is correct - Achieve quarter 1 = 90%, CP045.2-Achieve quarter 2 target=92%, CP045.3-Achieve quarter 3 target=94%, CP045.4-Achieve quarter 4 target=95%	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Some Slippage	CP045.1 - Quarter 1 target achieved and year end target will be met. Performance for quarter 1 was 90.91%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers. CP045.2 - Completed. Quarter 2 target achieved and year end target should be met. Performance for quarter 2 was 92.23%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers CP045.3 - Overall year end target on track. Performance for quarter 3 was 95.10%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers. CP045.3 - The year end out-turn for the accuracy of benefits assessment was 92.95%. Performance has been affected by the impact of the downturn in the economy which has increased the number of benefit claims and workload. The definition used to calculate accuracy of benefit assessments for 2008/09 is the former BVPI definition which does include historical errors - which for 2008/09 includes assessments made before 1 April 2008. Performance is being re-worked to measure benefits performance assessment activity in the year 2008/09 to exclude historical assessments. For 2009/10, out-turn will be measured considering only assessments undertaken in 2009/10.	Some Slippage
046	A borough with improving health, housing and social care	CP046 Continue the modernisation programme for adults with learning disabilities and mental health needs	Jeff Maslen	Brian Doughty	CP046.1 Complete the development of a scheme providing supported housing with care and support for 9 people with mental health needs (Hamlet Lodge - Long Lane), CP046.2-Deliver 12 additional supported housing places for adults with a learning disability ('Yew Tree Lodge', formerly 'Highgrove').	31/07/2008, 30/09/2008	Completed, Completed	CP046.1-Completed. Handover of new building to the provider completed on 23 July 2008. CP046.2-Completed. Building completed and Care and Support provider in place. Yew Tree Lodge opened to tenants with learning disability 24.11.08.	Completed
047	A borough with improving health, housing and social care	CP047 Develop preventative services in partnership with the voluntary and independent sector and modernise day services-deliver the day opportunities strategy for adults with a learning disability.	Jeff Maslen	Brian Doughty	CP047.1-Establish new resource service for adults with a learning disability with low and moderate needs as an alternative to day centre provision - the first group of service users receiving support by 31.10.08, CP047.2-The second group of service users receiving support by 31.03.09	31/10/2008, 31/03/2009	Completed, Completed	CP047.1 - Completed. New external provider appointed. New Resource service 'Perfect Start' officially commenced 08/12/08 with first group of users CP047.2 - Completed - second group of service users received support by 31.03.09. Contract monitoring in place. Day & employment services strategy delivered as agreed	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
048	A borough with improving health, housing and social care	CP048 Develop and improve services to enable adults and older people to remain living in the community and maintain and develop support to carers-finalise carers strategy and agree new strategy	Jeff Maslen	Brian Doughty	CP048.1 Finalise carers strategy and agree new strategy - Carers strategy prepared and agreed.	31/07/2008	Completed	CP048.1 - Completed. Strategy finalised following consultation with service users, carers, community groups and other stakeholders. Strategy agreed by the Adult Social Care, Health and Housing senior management team on 10.07.08. Strategy presented to the Healthier Communities and Older Persons LSP Theme Group on 30.07.08	Completed
049	A borough with improving health, housing and social care	CP049 Improve the health and well-being of adults and older people-deliver the dignity challenge	Jeff Maslen	Brian Doughty	49.1-Deliver workshops and complete assessments of all 33 registered care providers in Hillingdon using the Dignity Challenge framework by the end of March 2009	31/03/2009	Completed	CP049.1-Completed. Care providers in Hillingdon are taking part in a self-assessment against Dignity Challenge standards.	Completed
050	A borough where opportunities are open to all	CP050 Develop and improve customer involvement in the planning, delivery and monitoring of housing and adult social care services - user, carer and community engagement strategy in place.	Jeff Maslen	Sarah Morris	CP050.1-Consultation on draft strategy by 31.10.08, CP050.2-Finalised customer engagement strategy presented to the senior management team by 30.11.08	30/10/2008, 30/11/2008	Completed, Completed	CP050.1-Completed. Project team has delivered the consultation on the customer engagement strategy. CP050.2-Completed. The Adult Social Care, Health and Housing Senior Management Team approved the customer engagement strategy on 16 October 2008 for further consultation with stakeholders outside of the Council.	Completed
051	A borough of culture and learning	CP051 Deliver 80 heating system completions for older people through the Warm Zones Scheme.	Jeff Maslen	Neil Stubbings	CP051.1 Achieve the quarterly targets to deliver 80 heating system improvements by March 2009 - quarter 1 target=20, CP051.2-Achieve the target for quarter 2=20 heating systems improved, CP051.3-Achieve quarter 3 target=20 heating systems improved., CP051.4-Achieve quarter 4 target=20 heating systems improved.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP051.2 - Target has been met. The final outturn achieved was 168 compared to the annual target of 80. Forty two completions were achieved in the last quarter. This was made possible through Hillingdon benefiting from other Council's underspend on the West London Housing Partnership Warmzones project.	Completed
052	A borough of culture and learning	CP052 Deliver 500 home energy insulation measures in the private sector, mainly for older people	Jeff Maslen	Neil Stubbings	CP052.1 Achieve quarterly targets to achieve 500 energy efficiency measures in the homes of people in the private sector. Quarter 1 target = 125 energy efficiency measures., CP052.2-Quarter 2 target=125 energy efficiency measures., CP052.3-Quarter 3 target=125 energy efficiency measures., CP052.4-Quarter 4 target=125 energy efficiency measures.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP052.1 - Quarter 1 target achieved. During the first quarter of 2008/09 168 households living in private sector housing have benefited from energy efficiency measures. CP052.2. - Quarter 2 target completed. Overall on track. For the second quarter, the cumulative total for the first 6 months was 275 households benefiting from energy efficiency measures. CP052.3 - Quarter 3 target completed. Overall on track. For the third quarter, the total was 10 households benefiting from energy efficiency measures. The cumulative total for the first 9 months was, therefore 451 against a target of 375. There have been capacity constraints across London in the Insulation Industry. However, these have now been overcome and the annual target of 500 should be met. CP052.4.- Quarter 4 target completed. Overall target met. For the fourth quarter, the total was 398 households benefiting from energy efficiency measures. The cumulative total for the year was 849, against a target of 375.	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
053	A borough with improving health, housing and social care	CP053 Increase the number of new houses provided by the Council (HRA pipeline scheme)	Jeff Maslen	Neil Stubbings	CP053.1-All suitable sites identified by July 2008, CP053.2-First planning application for sites submitted by August 2008., CP053.3-Procurement methods agreed by January 2009	31/07/2008, 31/08/2008, 31/01/2009	Completed, Completed, Completed	53.1-Completed. All sites identified. Designs for 6 sites have been prepared and planning applications are ready for submission. 53.2-Completed. First planning application submitted and planning consent approved on one site. 53.3-Completed. The Affordable Housing Group have selected two preferred procurement routes for the housing being developed within this project - a joint venture partnership with developers/banks or the more traditional RSL route using social housing grant from the Homes and Communities Agency. A further report to the Affordable Housing Group in June 09 will enable members to provide more detailed guidance on the future of this project.	Completed
067	A borough of culture and learning	CP067 Increase benefit take-up for those who are entitled through joint working with the Department for Work and Pensions - 400 households supported to access benefits through the 'safe as houses project'.	Jeff Maslen	Neil Stubbings	CP067.1-Achieve quarterly targets to increase take-up of benefits to those people in need and entitled to benefits. Achieve quarter 1 target=100 additional households., CP067.2-Achieve quarter 2 target=100 additional households in receipt of benefits., CP067.3-Achieve quarter 3 target=100 additional households in receipt of benefit., CP067.4-Achieve quarter 4 target=100 additional households in receipt of benefits.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP067.1 - On track. 49 households have received additional benefits as a result of the initiative. Close working with DWP and Hillingdon Council is in place to promote awareness of welfare benefit entitlement and ensure referrals are being made to DWP. CP067.02 - Completed - target for the second quarter met. For the second quarter the cumulative total of households receiving additional benefits was 255. CP067.3 - Completed - target for the third quarter met. For the third quarter the cumulative total of households receiving additional benefits was 445, with 190 of these being achieved during the quarter. CP067.4 - Completed - target for the year met. The LAA target has been achieved one year early with a total of 647 at year end against a cumulative target of 600 by March 2010. This has been made possible through the Council working closely with the Department for Work and Pensions (DWP) to promote awareness of welfare benefit entitlement, mainly to residents over 60. Referrals to DWP have come from the West London Warmzones project in Hillingdon and direct mailing to those identified through Council Tax Benefit information through the Benefits section in Housing. The project will be continued during 2009/2010.	Completed

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London Borough of Hillingdon MIS report Excelcis PMF

Indicator	Description	Baseline	Target	Jun-08	Sep-08	Dec-08	Mar-09	Comment
NI 125	Achieving independence for older people through rehabilitation / intermediate care	68.20%					68.20%	Provisional Baseline in place, but not agreed with Government Office for London. Baseline to be confirmed by Information Centre of Health and Social Care in Autumn 2009.
NI 132	Timeliness of social care assessments	76	90.0	87.9%	80.4%	80.7%	75.00%	Overall on track to achieve the target by March 2011 that 94% of assessments will be completed within 28 days. During 2008/09 assessment and care management functions have been restructured and business processes improved to achieve the target. A new information system is being implemented during 2009/10 to strengthen management information and workshops will be held with new teams to support those teams achieve the target. At the end of March 2009, provisional performance for NI 132 is being finalised and checks being made in line with audit requirements
NI 141	Number of vulnerable people achieving independent living	48.7	69.3		75.64%	93.55		Expected to be on track. Latest performance as at December 2008 was high at 93.55%
NI 142	Number of vulnerable people who are supported to maintain independent living	98.9	99		99.06%	99.1		Expected to be on track. Latest performance at December 2008 was 99.10%
NI 150	Adults in contact with secondary mental health services in employment	7.20%					7.20%	Government Office for London did not agree proposed baseline and further data will be available from the Information Centre for Health and Social Care in Summer 2009. Targets to be agreed following agreement of baseline. MH Strategy sets out the direction of travel to achieve an increase in paid employment for people with mental health needs

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Agenda Item 7

2009/10 WORK PROGRAMME: BACKGROUND REPORT AND DISCUSSIONS

Contact Officer: Charles Francis
Telephone: 01895 556454

REASON FOR ITEM

To enable the Committee to agree the issues Members wish to include in their review.

OPTIONS AVAILABLE TO THE COMMITTEE

1. Further question officers on the major issues relating to the chosen topic
2. Identify the scope and key lines of enquiry for the review
3. Agree the work programme and the scheduling of witness sessions

INFORMATION

1. At the last meeting of the Committee (the first of the 2009/10 Council year), Members considered potential topics for the year ahead. The Committee asked officers to produce a scoping report on the Transformation Agenda and Direct Payments in Hillingdon.
2. Officers will be attending this meeting to answer any questions arising from the draft scoping report. This will enable Members to identify the main issues that they wish to cover in relation to the chosen topic, and further plan the year ahead. This planning could also include the order that the Committee wish to undertake their work.
4. The draft Work Programme is produced below for Members to discuss.

SUGGESTED COMMITTEE ACTIVITY

1. Members agree the scope and terms of reference for their first major review
2. Members agree the order in which they will undertake this work

PAPERS ATTACHED TO THIS ITEM

1. A draft scoping report on the Transformation Agenda and Direct Payments in Hillingdon is attached.

All meetings to start at 7.00pm unless otherwise indicated.

Meetings	Room
16 th June 2009	CR 4
9 th July 2009	CR 5
2 nd September 2009	CR 6
14 th October 2009	CR 3
17 th November 2009	CR 6
10 th December 2009	CR 5
28 th January 2010	CR *
16 th February 2010	CR *
25 th March 2010	CR *
22 nd April 2010	CR *

* Rooms to be allocated by FM

Social Services, Health & Housing Policy Overview Committee

2009/10 DRAFT Work Programme

Meeting Date	Item
16 th June 2009	Aims & Challenges
	Transformation Agenda - Presentation
	Brief update report on Hillingdon Independent Living Centre (HILC)
	Work Programme for 2009/10
	Cabinet Forward Plan

9 th July 2009	Quarterly Performance and Budget Report
	Major Reviews in 2009/10 - Scoping Reports
	Work Programme
	Cabinet Forward Plan

2nd September 2009	
	Major Reviews in 2009/10 – First Review Witness Session 1
	Annual Complaints Report - ASCH&H
	Cabinet Forward Plan
	Work Programme

14th October 2009	
	Major Reviews in 2009/10 – First Review Witness Session 2
	Safeguarding Vulnerable Adults – Annual Report
	Cabinet Forward Plan
	Work Programme

17th November 2009	Major Reviews in 2009/10 – First Review Witness Session 3
	Safeguarding Adults Review - Update Report
	Cabinet Forward Plan
	Work Programme

10th December 2009	Major Reviews in 2009/10 – First Review Draft Report
	Safeguarding Adults Review – Feedback from service users and carers
	Cabinet Forward Plan
	Work Programme

28th January 2010	Budget and Service Plan
	Major Reviews in 2009/10 – First Review Final Report
	Cabinet Forward Plan

	Work Programme
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16th February 2010	Major Reviews in 2009/10 – Second Review Witness Session 1
	Cabinet Forward Plan
	Work Programme

25th March 2010	Major Reviews in 2009/10 – Second Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

22nd April 2010	Major Reviews in 2009/10 – Second Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

CABINET FORWARD PLAN

Contact Officer: Charles Francis
Telephone: 01895 556454

REASON FOR ITEM

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

OPTIONS OPEN TO THE COMMITTEE

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

INFORMATION

1. The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

SUGGESTED COMMITTEE ACTIVITY

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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The Cabinet Forward Plan

PERIOD OF PLAN: July to October 2009

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<small>ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services</small>									
CABINET - 16 JULY 2009									
291	Disabled People's Plan	Cabinet will receive a plan which identifies what the Council can do either directly, or indirectly through its influence with others, to improve life for disabled people who live and/or work in the Borough. The contents of this Plan will be determined by disabled people. In this way, they will be given the opportunity to influence the changes that will improve their health, wellbeing and quality of life	All		Cllr Philip Corthorne	ASCH&H Gary Collier x0570	Disabled People's Champion, all service managers, partners, disabled groups, disabled people's assembly and all caring groups		
327 Page 37	Community Equipment Service	Cabinet will receive a report to determine the provider for the community equipment service. This service provides a variety of daily living aids, such as short-term wheelchairs, to help people live more independent lives.	All		Cllr Philip Corthorne	ASCH&H Gary Collier x0570			
333	Extension of Contract and re-tender for the meals service	To obtain Cabinet's permission to extend for the 2nd year the existing contract to provide meals on wheels and also meals at day centres and a dining centre for a further one year with effect from 26th September 2009. To also obtain Cabinet's permission to re-tender the community meals service to provide meals on wheels and also meals at day centres and a dining centre with effect from 26th September 2010.	All		Cllr Philip Corthorne & Cllr Scott Seaman-Digby	ASCH&H Sarah Morris	Internal		NEW

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
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ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services

SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet. For this meeting Cabinet will receive the Education & Children's Service's POC report on 14-19 education and the Social Services, Health and Housing POC report on Private Sector Housing.			Cllrs David Simmonds and Corthorne	DCEO Charles Francis			
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CABINET MEMBER - JULY 2009

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
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CABINET MEMBER - AUGUST 2009

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services									
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
CABINET - 24 SEPTEMBER 2009									
SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed			as appropriate	DCEO Democratic Services			
CABINET MEMBER - SEPTEMBER 2009									
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
CABINET - 15 OCTOBER 2009									

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Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services									
SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed			as appropriate	DCEO Democratic Services			
CABINET MEMBER - OCTOBER 2009									
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
CABINET MEMBER - LIST OF STANDARD ITEMS CONSIDERED EACH MONTH									
SI	Constitutions of School Governing Bodies and appointment of LA Governors	To approve appointments and reappointments of local authority governors and to approve any changes to school governing body constitutions			Cllr David Simmonds	DCEO Democratic Services		Requests from School Governing Bodies	
SI	Appointment of Consultants	To consider the appointment of consultants where the cost is between £5,000 and £50,000			as appropriate	various			
SI	Release of Capital Funds	To determine the release of capital for any schemes already agreed in the capital budget			Cllr Ray Puddifoot and Cllr Jonathan Bianco	various			
SI	Petitions about matters under the control of the Cabinet	To consider petitions received and decide on future action			as appropriate	DCEO Democratic Services		Petitions to the Council	
SI	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action			Cllr Keith Burrows	E&CP Jack Webster 01895 250638	Traffic Liaison Group	LAAU Accident Statistics	

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
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SI	Pedestrian Crossings	To approve schemes to provide crossing facilities			Cllr Keith Burrows	E&CP Jack Webster 01895 250638			
SI	To approve write offs	To consider write offs of Council income that are in excess of £5000			as appropriate	various			
SI	To consider parking management schemes & Traffic Regulation Orders	To consider and decide on the form of parking management schemes including stop and shop schemes at shopping centres. To also consider objections to traffic regulation orders and to decide whether to approve the orders in the light of objections			Cllr Keith Burrows	E&CP Jack Webster 01895 250638			
SI	Road Safety Programme, Traffic Congestion Mitigation Programme and School Travel Plan Programme	To approve any schemes in the programmes			Cllr Keith Burrows	E&CP David Knowles 01895 277578	Traffic Liaison Group, Motorists' Forum, Ward Councillors		
SI	London Cycle Network Schemes and Cycling Initiative Schemes	To approve any schemes that are part of the London Cycle Network or are cycling initiative schemes			Cllr Keith Burrows				
SI	Acceptance of Tenders	To accept tenders for contracts of between £100k and £250k in their Portfolio Area where funding is previously included in Council budgets.			as appropriate	various			
SI	Extension of Leasehold Interests of flats under the 1993 Act	To consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.			Cllr Jonathan Bianco and Cllr Philip Corthorne	F&R Mike Paterson 01895 250925			
SI	Chrysalis Programme of Environmental Improvements	The Cabinet Member(s) will be asked to consider the recommendations of the Environmental Improvements Panel.	Various		Cllr Douglas Mills & Cllr Sandra Jenkins	DCEO Maggie Allen 01895 277040			

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Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
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SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.			as appropriate	various			
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly cycle.	All		Cllr Douglas Mills / Leader of the Council	DCEO Maggie Allen 01895 277040			
SI	Supporting People Update Report on a Quarterly Basis	Regular report to the Cabinet Member on what the Council is doing in respect of the "Supporting People" agenda. The SP programme seeks to provide the delivery of a quality of life and promotion of independence for vulnerable people.			Cllr Philip Corthorne	ASCH&H Barry Newitt 01895 277323			

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London Borough of Hillingdon

**SOCIAL SERVICES, HEALTH & HOUSING
POLICY OVERVIEW COMMITTEE**

2009/10

REVIEW SCOPING REPORT

Proposed review title:

**THE TRANSFORMATION AGENDA AND DIRECT PAYMENTS IN
HILLINGDON**

Aim of the Review

To review the progress in delivering the new agenda for self directed support in the delivery of Social Care with particular reference to:

1. The development of the “ Universal Offer” for service users
2. Ensuring services are in place to meet individual need and choices
3. Systems of monitoring standards and safeguarding vulnerable people in the new system.

Terms of Reference

1. To monitor progress developing Self Directed Support (SDS) in these 3 distinct areas (as above).
2. To identify opportunities to develop innovative options in the provision of services.
3. To make recommendations that will help officers and partners undertake effective monitoring and safeguarding.
4. To make recommendations to Cabinet/the Cabinet Member to address any issues arising from the above investigations

Reasons for the review

Nationally, there is a strong expectation on all Local Authorities to provide more personalised services. The Department of Health’s commitment to this

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has been reiterated and developed through a sequence of major policy documents, including:

1. ***Improving the Life Chances of Disabled People*** (Prime Minister's Strategy Unit, January 2005);
2. ***Opportunity Age*** (Department for Works and Pensions, March 2005);
3. ***Independence, Well-being and Choice*** (Green Paper, Department of Health, March 2005);
4. ***Our Health, Our Care, Our Say*** (White Paper, Department of Health, January 2006);
5. ***Putting People First: a shared vision and commitment to the transformation of adult social care*** (Department of Health, 2007)

The fifth of these papers, Putting People First, set out the expectation that all Local Authorities would transit to a service delivery model for adult social care that was anchored around the provision of the greatest possible choice and control to service users through personal budgets or Self-Directed Support.

A new performance target has now been introduced - the National Indicator NI 130, 'Social care clients receiving Self Directed Support'. 2009-10 is the baseline year for the indicator, and the government has made it clear it expects "significant progress" by the year 2011-12.

NI 130 Definition/Criteria

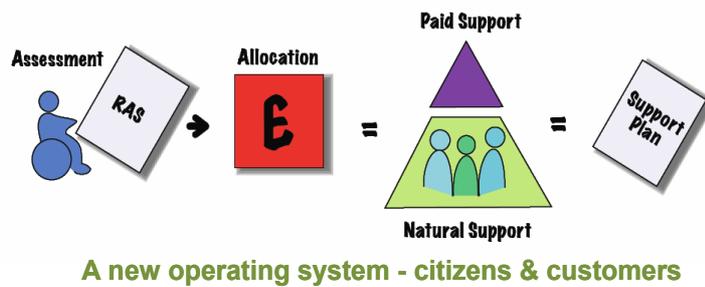
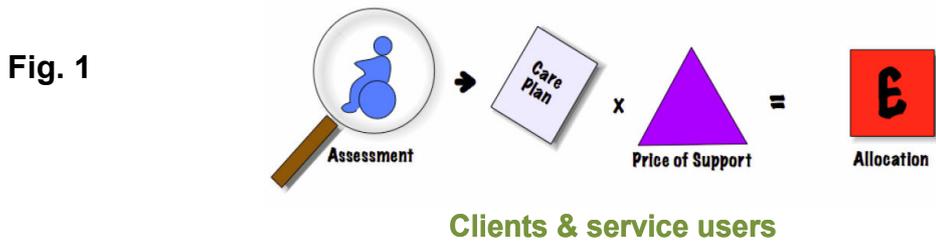
NI 130 is defined as the 'number of adults, older people and carers receiving self-directed support and carer's specific services in the year to 31st March. To be counted, the person (adult, older person or carer) must:

1. Be getting a direct payment; or
2. Have in place another form of personal budget, which meets the following criteria:
 - The person (or their representative) has been informed about a clear, upfront allocation of funding, enabling them to plan their support arrangements.
 - There is an agreed support plan making clear what outcomes are to be achieved with the money
 - The person (or their representative) can use the money in ways and at times of their choosing.

The guidance states councils will need to evidence that these criteria are met through local monitoring of outcomes and satisfaction, as outlined in Putting People First.

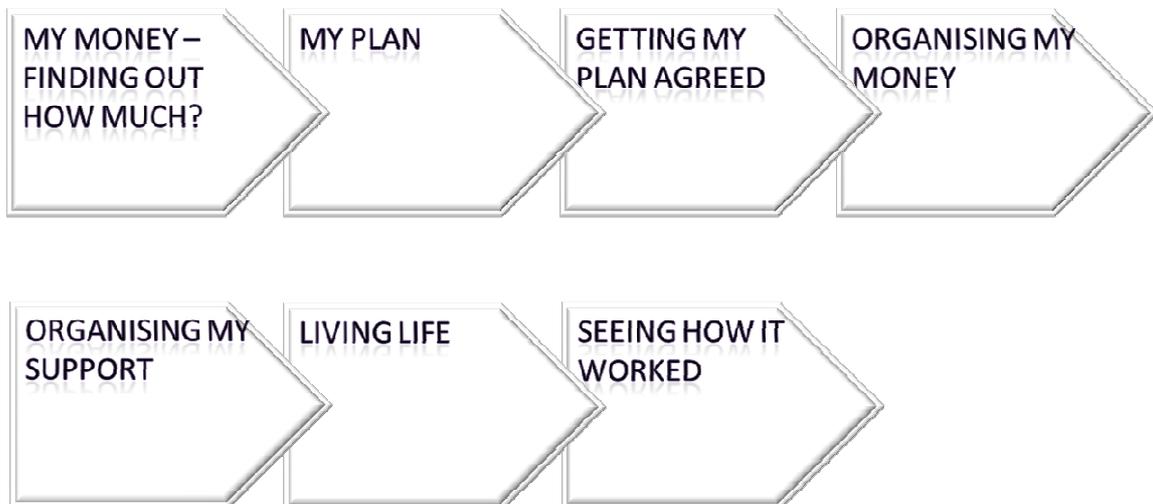
Self-Directed Support

Self-Directed Support marks a definite shift from the care management system by focusing on providing social care customers with a transparent allocation of money at the very start of the process, and being focused on the customer taking control.



Under Self-Directed Support, the customer journey can be summarised in this way:

Fig. 2



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The introduction of Self-Directed Support will make a significant impact to the delivery of all elements of social care and beyond.

There are very significant implications for the social care workforce. It is likely that care management will shift from an assessment and gatekeeping role to signposting, brokerage and safeguarding.

In addition, both Council provision and independent sector services will need to be fit for purpose and adapted to the personal needs of citizens, otherwise personal budgets will be spent elsewhere.

There are also clear implications for other services that provide more universal and targeted responses, such as leisure, transport, libraries, housing and benefits.

Key issues

1. Choice

Choice is central to the concept of personalisation. Holders of a personal budget must be able to choose how the Self-Directed Support process will work for them. This includes how the assessment, support planning, budget management and brokerage of support options takes place. In addition, there must be true choice in the market place to permit truly personalised, innovative and cost-effective solutions to be found.

2. Commissioning

The Local Authority's commissioning role will undergo a major change under Self-Directed Support. The contractual relationship between care provider and the Local Authority will shift to a relationship between the care provider and the individual. This will mean the Local Authority will increasingly focus on strategic market development rather than direct contract management.

3. Market Development

For personal budgets to provide true flexibility and choice, the external market must be sufficiently developed and rich in both micro- and macro-providers. The introduction of individual budgets is a major opportunity for voluntary and private sector providers to develop new services that truly fit the needs of social care customers. Local Authorities will have to engage in market management at local and pan-regional levels to facilitate and influence this process.

4. The 'right support' and access to support

In order for our social care customers to make the most of the increased flexibility and personalisation that an personal budget allows them, they need to receive as much support as necessary to navigate the new system and choose the best package of support options for them. This support needs to be clearly available and take the form the customer prefers.

5. Monitoring services and safeguarding

The Local Authority's duty of care will remain under Self-Directed Support, and so there will be a continued emphasis on the development of appropriate safeguarding controls to keep vulnerable people safe. Associated to this is the need to develop an effective approach to accreditation and service monitoring for individuals and organisations that social care customers choose to contract with.

Methodology

The review proposes 3 witness sessions.

The first witness session will provide an overview of the Transformation Agenda and the priorities of Self-Directed Support. Witnesses will include officers from the Transformation Team who will present the priorities of the Support, Choice and Independence programme and the current progress made on Self-Directed Support in Hillingdon.

The second session will explore the potential lessons of good practice from other Individual Budget Pilot Authorities. A witness from will attend from In Control, the leading organisation for Self-Directed Support who have run two national programmes of pilots. They have published a succession of research reports drawing on this bank of evidence. This will give POC the best possible, non-partisan view on the successes, failures and blockages to the progress of transformation across the country.

The third session will take a twin focus on commissioning/market development and safeguarding.

The first witness to this session will be the Head Of Commissioning (ASCHH) who will present the key issues for commissioning, contracting and market development under the new system of adult social care. Current and future plans to address these issues will be reviewed and discussed.

The second witness will be the Deputy Director (ASCHH) who will present on a) the principal areas in which our safeguarding services will have to adapt in future and b) the new checks and controls that are being built in to the Self-Directed Support model for Hillingdon.

Connected work (recently completed, planned or ongoing)

The Transformation of Adult Social Care in Hillingdon is part of the Adult Social Care, Health and Housing Improvement Programme.

Within the Improvement Programme, there are two ongoing major projects connected:

Project	What are the links to this project?
Transforming Housing	<ul style="list-style-type: none">• Achieving the common programme outcomes of support, choice and independence for customers• Ensuring an integrated approach to service transformation across the Adult Social Care, Health and Housing directorate• Aligning activities to avoid duplication, achieve synergies and understand any areas where the two programmes are dependent on each other
AIS Modernisation	<ul style="list-style-type: none">• Ensuring the modernised information systems in Adult Social Care (and particularly LiquidLogic's Protocol) have the appropriate functionality to support new service delivery models under Self-Directed Support.

Proposed timeframe & milestones

The following is an indicative timetable for the review and may be revised subject to agreement of the scope of the review by the Policy Overview Committee.

Meeting	Action	Comments
23 July 2009	Agree Scoping Report / OR Request further work	Will include terms of reference for the review and preferred witnesses
2 September 2009	First witness session <u>(Subject to the agreement of the scoping report)</u>	The first witness session will provide: <ul style="list-style-type: none">○ An introduction to SDS○ An overview of the “Support, Choice and Independence” programme○ A review of some of the current projects within the programme○ Plans for the future development of SDS Witnesses will be officers from the Transformation Team.
14 October 2009	Second witness session	The second witness session will consider: <ul style="list-style-type: none">○ Exploring best practice from other Local Authorities and the programme of national pilots○ A review of success, failures and blockages to progress with individual budgets across Local Authorities Witnesses will be representatives from InControl
17 November 2009	Third witness session	The third witness session will: <ul style="list-style-type: none">○ Engage with the key commissioning and market development issues under SDS○ Consider safeguarding under the new system, and the controls that are being built in to the SDS

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		model Witnesses will be the Head of Commissioning (ASCHH) and the Deputy Director (ASCHH).
10 December 2009	Agree draft report	In this session: <ul style="list-style-type: none">○ The draft report will be considered○ Amendments to the report will be agreed○ Final report to be agreed by Chairman in consultation with the Labour Lead outside the meeting

Risk assessment

A risk is that the Committee's impact may be reduced if the scope of the review is too broad.

Background

FURTHER INFORMATION:

InControl

InControl are key players in the field of personalization and form a national network of Local Authorities. They have developed a range of information and key documents on Self-Directed Support.

www.in-control.org.uk

Social Care Institute for Excellence (SCIE)

The SCIE has published a range of research papers on personalisation and Self-Directed Support, which can be found here:

<http://www.scie.org.uk/publications/list.asp?st=7>

Department of Health

The full list of the DoH's publications on social care reform and personalisation can be found here:

<http://www.dh.gov.uk/en/SocialCare/Socialcarereform/index.htm>

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