

## **PERFORMANCE AND BUDGET REPORT**

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### **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.

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

### 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<br>£000 | Forecast Variance Month 11<br>£000 | Change from Month 11<br>£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                          |
| <b>Adult Social Care Total</b>         | <b>-1,097</b>                      | <b>-780</b>                        | <b>-317</b>                  |

**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.

| <b>Division of Service</b> | <b>Forecast<br/>Variance<br/>Month 13<br/>£000</b> | <b>Forecast<br/>Variance<br/>Month 11<br/>£000</b> | <b>Change<br/>from<br/>Month 11<br/>£000</b> |
|----------------------------|--|--|--|
| 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  |
| <b>TOTAL</b>               | <b>+270</b>  | <b>-21</b>   | <b>+291</b>                                  |

**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<br>Variance<br>Month 13<br>£000 | Forecast<br>Variance<br>Month 11<br>£000 | Change<br>from<br>Month 11<br>£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                               |
| <b>In Year (Surplus) / Deficit</b>   | <b>-252</b>                              | <b>-189</b>                              | <b>-63</b>                         |

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<br>SCHEMES 2008/09 | Original<br>Budget | Revised<br>Budget | Actual<br>Spend @<br>Month 12 | Actual %<br>Spend of<br>Revised<br>Budget | Draft<br>Outturn<br>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)                        |
| <b>HRA</b>                        | <b>10,878</b>      | <b>11,773</b>     | <b>11,939</b>                 | <b>101.4%</b>                             | <b>166</b>                   |
| 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)                        |
| <b>ASCH+H Total</b>               | <b>9,440</b>       | <b>5,815</b>      | <b>5,071</b>                  | <b>87.2%</b>                              | <b>(744)</b>                 |

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:

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

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).