

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Health & Community  
**SERVICE:** Health & Partnerships  
**PERIOD:** Quarter 3 to period-end 31 December 2007.

## 1.0 INTRODUCTION

This quarterly monitoring report covers the Health & Partnerships Department third quarter period up to 31 December 2007. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 5

*It should be noted that this report is presented to a number of Policy and Performance Boards. Those objectives and indicators that are not directly relevant to this Board have been shaded grey.*

## 2.0 KEY DEVELOPMENTS

### **Information Technology**

Corporate IT will be working with Health & Community (H&C) and Children' & Young People's Directorate (CYPD) to implement Carefirst 6. The Project Board is due to meet in January and start to progress the implementation of the system.

In addition to implementing Carefirst 6, H&C will commence work on a comprehensive Business Process Review with Corporate IT so that a 3 and 5 year Information Technology Strategy is produced for the Directorate.

### **Finance**

A Croft Divisional Group has been established in line with the CSED (Care Services Efficiency Group) initiative for financial assessments. Work has commenced this quarter with progress made in a number of areas e.g. to improve the management of bad debts, increase methods of payment and recovery through the use of direct debits and a review of the charging policy and the fee rates for Direct Payments. A number of suggestions have been/will be put forward to members to ensure consistent application with neighbouring authorities across the North West in particular for charging policy and direct payment rates.

### **Direct Payments**

The number of service users in receipt of Direct Payments continues to increase and in total has exceeded this years target. At the 31<sup>st</sup> December there were 190 ongoing service users and 338 carers receiving a carers break using a Direct Payment.

### **Performance Management**

The Directorate has noted which of the 198 National Indicators it will be required to contribute to. Additionally H&C will be working with Health to determine how the 40 indicators outlined in the new Health & Social Care Outcomes Performance Accountability Framework will be supplied. An announcement is expected from CSCI in February 2008 about the way they will measure performance for social care services in 08/09 following their recent merger with the Department of Health and the setting up of the new Care Quality Commission.

### **Consumer Protection**

The financial aspects of the joint Halton/Warrington project aimed at developing a single Trading Standards Service to serve both Boroughs are to be examined by the management consultants KPMG, as one element of their work programme for the Council.

A customised, shared online diary system has been installed for use by the Registration Service, the Contact Centre and the staff at HDL offices. It is envisaged that funeral directors and Halton Hospital will be allowed to make appointments on the system at the end of 2008. The system will also generate certain performance data, which is presently recorded and collated manually.

### **Contracts and Supporting People**

Work has commenced on the development of a Domiciliary Care Strategy. The strategy will take into account long term demand forecasts, the local and regional market and best practise models/innovation in the field of domiciliary care. Service users, carers, providers and wider stakeholders will be consulted to inform the development of the strategy.

### **Housing**

Following the announcement in the Housing Green Paper (July07) of opportunities to bid for housing Growth Point status, a joint expression of interest has been submitted for the Mersey sub region by Halton/St Helens and Liverpool/Wirral. For Halton, Growth Point Status will require the development of 600 units per annum to 2016 (i.e. Draft RSS figure of 500pa + 20% over 8 years).

The refurbishment of Riverview Traveller site has been successfully completed, and the temporary site at Johnsons Lane has now been decommissioned.




### 3.0 EMERGING ISSUES

#### Housing

The initial bidding round for Housing Corporation funding to support Housing Association developments in the Borough over the next 3 years has now closed and the outcome is expected in March 08. Key proposals include:

- the continued regeneration of the Castlefields neighbourhood
- the development of extra care housing in Halton View, Widnes

### 4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

<b>Total</b>	<b>6</b>		<b>3</b>		<b>3</b>		<b>0</b>
--------------	----------	---	----------	---	----------	---	----------

Of the six key milestones, three are progressing satisfactorily and three have been rated amber. For further details, please see Appendix 1.

### 4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

There are no other objectives for the service. Nine milestones within the key objectives are designated 'non-key'. Those milestones are routinely reported in quarters 2 and 4. No non-key milestones have been reported by exception this quarter.

## 5.0 SERVICE REVIEW

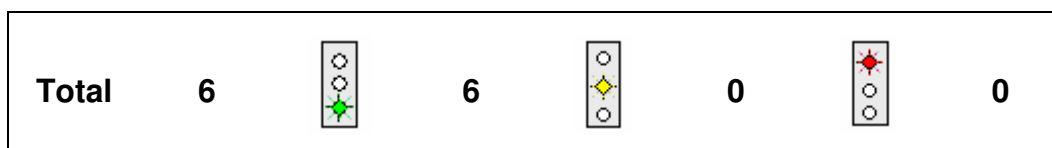
### Housing

Halton Housing Trust (HHT) completed a review of contracted services carried out by HHT on behalf of HBC. A project team in Health and Community have been reviewing the implications for HBC with a view to presenting options to members on the future of the services by February 2008.

### Adults with Learning Disabilities Financial Recovery Plan

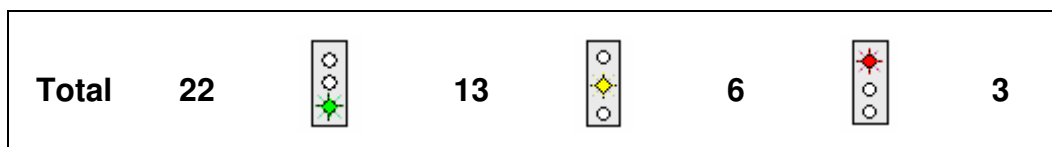
The Directorate Management Accounts Team is continuing to provide support to critically review all areas of spend and services provided to identify ways of reducing the current ALD overspend of care services and transport.

## 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



Progress towards targets for all Key indicators is good. For further details refer to Appendix 2

## 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Of the other indicators for the service, 13 are progressing satisfactorily. 6 are uncertain and have been rated amber and 3 are causing cause for concern and have been rated red. For further details, please refer to Appendix 3.

## 7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service.

## 8.0 RISK CONTROL MEASURES

During the production of the 2007-08 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.




Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.




## **9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS**

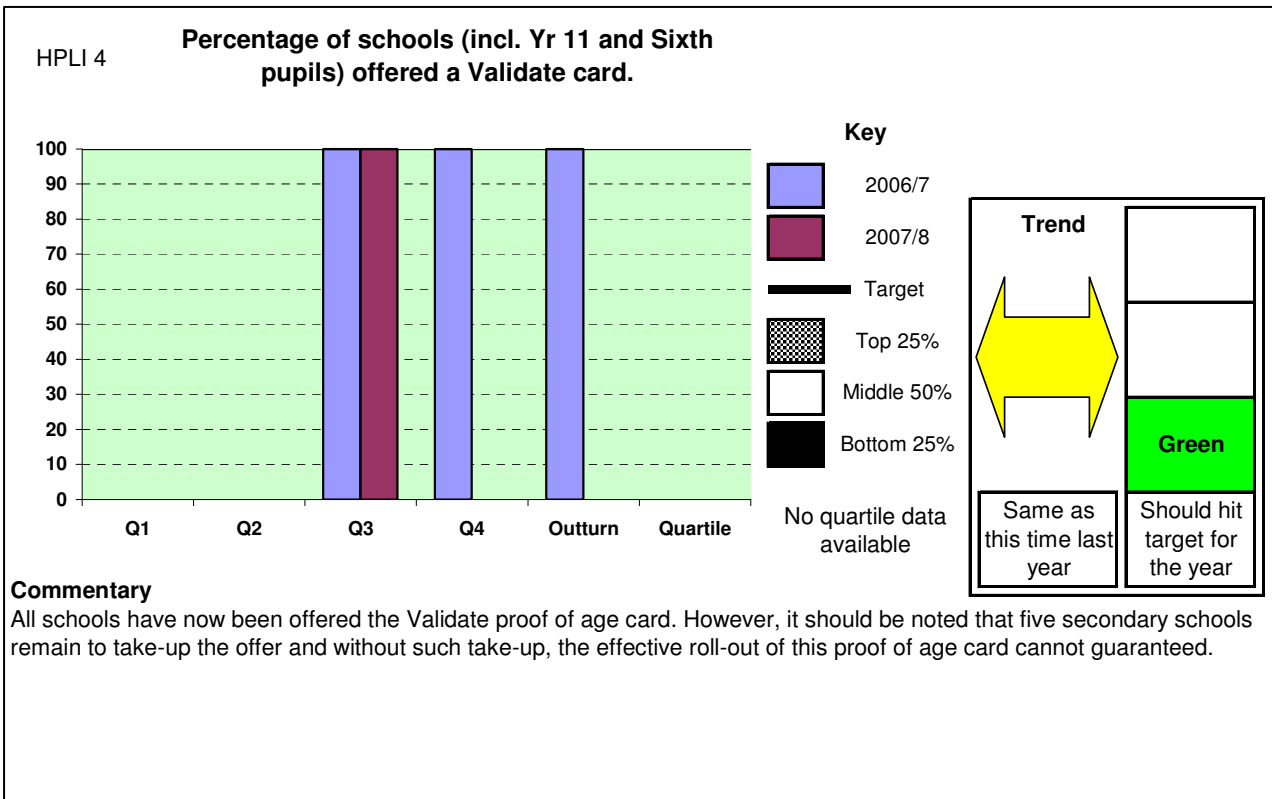
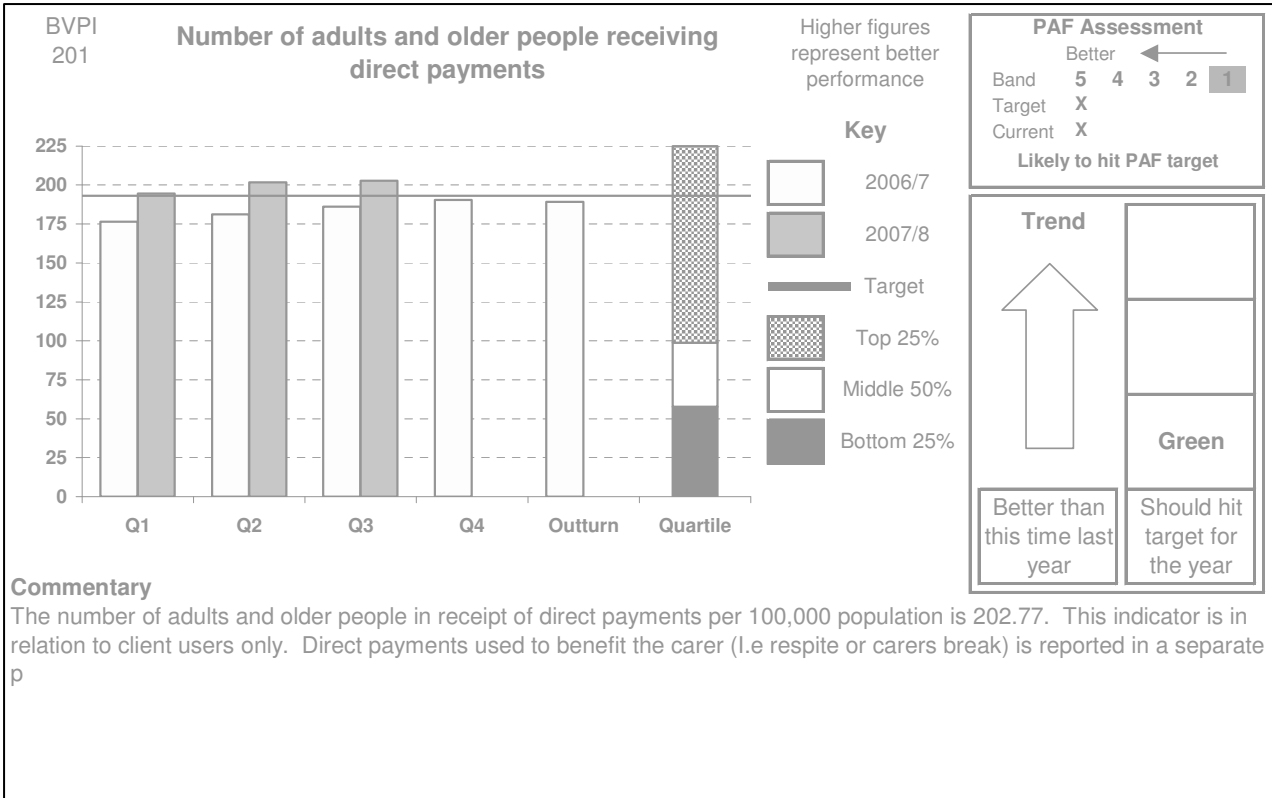
During 2006/07 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.

## **10.0 APPENDICES**

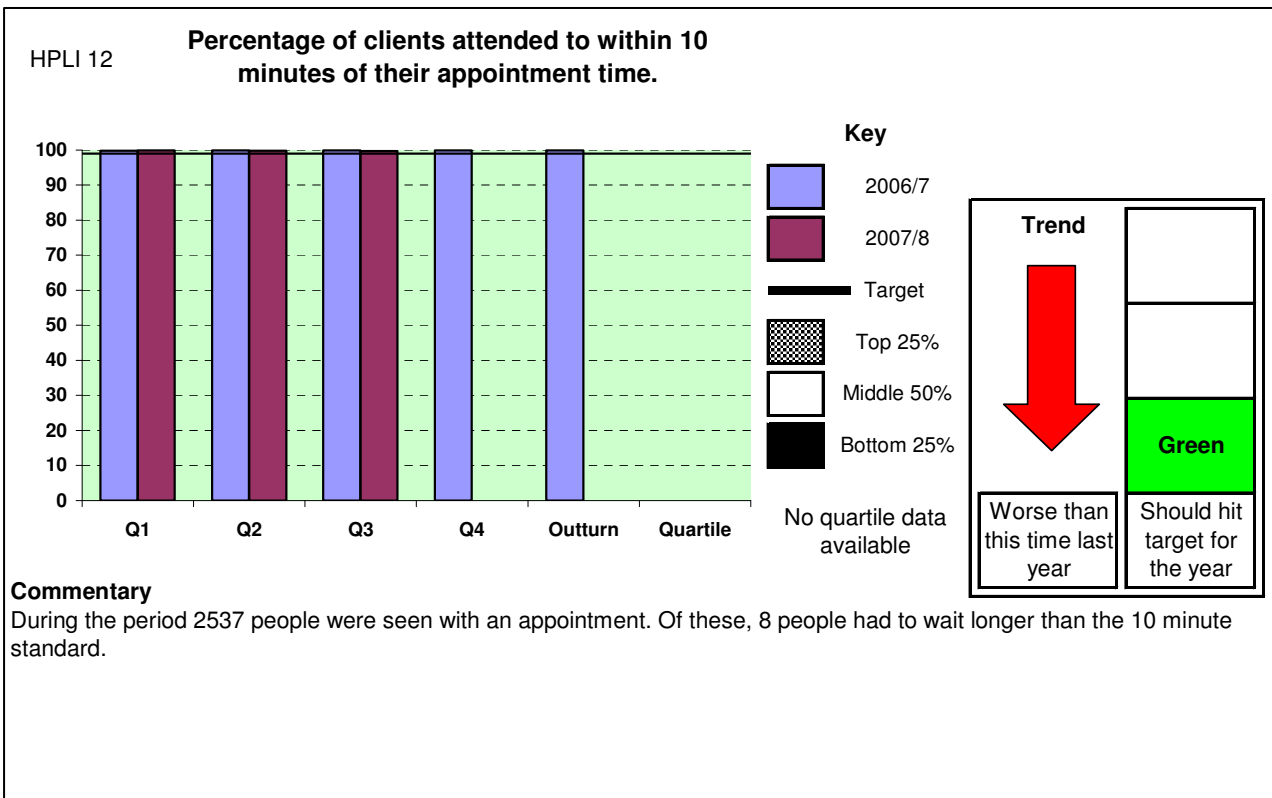
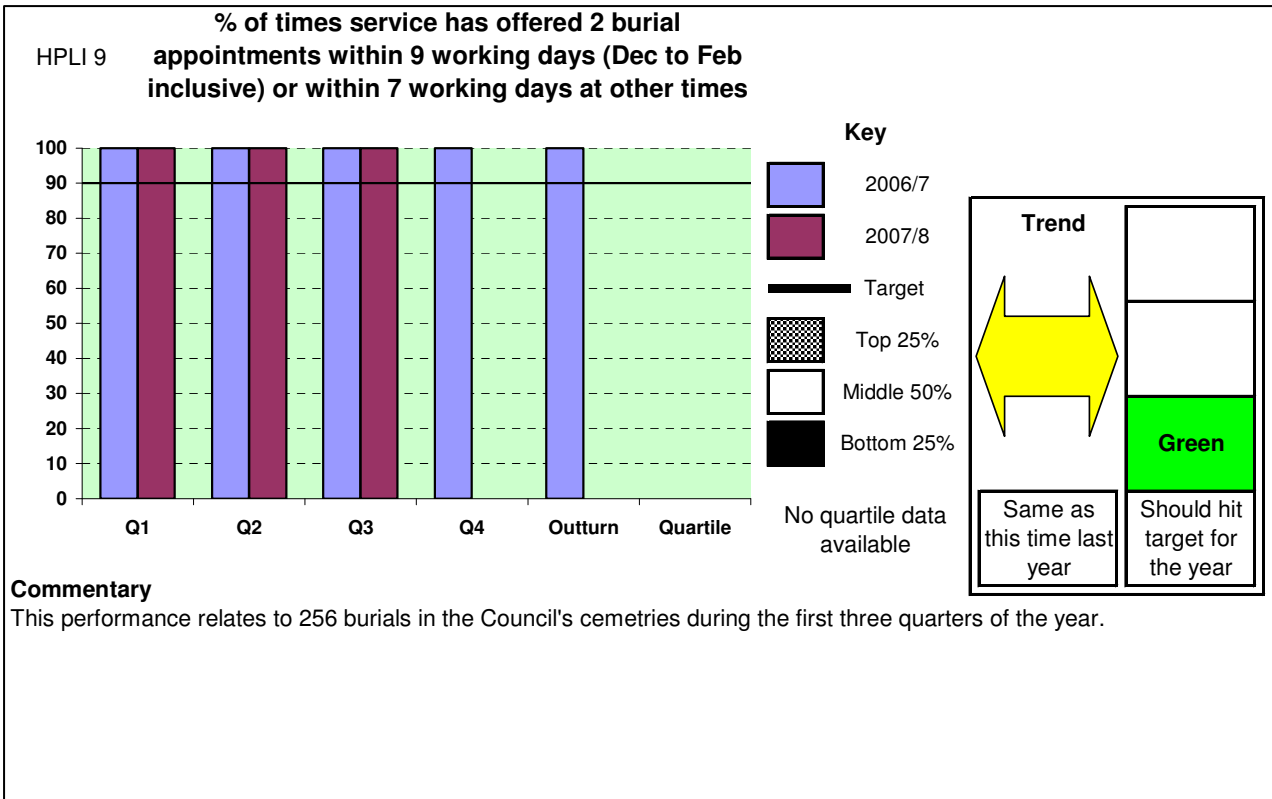
Appendix 1- Progress against Key Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Financial Statement  
Appendix 5- Explanation of traffic light symbols

Service Plan Ref.	Objective	2007/08 Key Milestone <i>Italic = Q2 &amp; Q4 only</i>	Progress to date*	Commentary
HP1	Ensure that high level strategies are in place, and working to deliver service improvements, and support frontline services to deliver improved outcomes to the residents of Halton	Update the Housing and Homelessness Strategy's to reflect findings of 2006 needs assessment and revised strategy and action plan by March 2008		<p>The first draft of the Housing Strategy has now been completed. Consultation will take place January and February 08, before being submitted to Board for adoption.</p> <p>Development of the Homelessness Strategy has been delayed due to the ongoing review into the future delivery of the service. Production of the strategy will likely slip into 2008/09.</p>
		Review 5 year Supporting People Strategy to ensure diverse and flexible housing support services are in place to support people to live at home by July 2007		Targets met - work ongoing to reconfigure ALD supported living services - good progress to date.
HP2	Work with operational managers to design a performance management framework that will provide high quality performance monitoring and management information,	Develop a performance monitoring framework to meet the requirements of changing National priorities including outcomes and non care managed services by June 2007		A Performance and IT Management Strategy is produced on an annual basis and approved by SMT.

<b>Service Plan Ref.</b>	<b>Objective</b>	<b>2007/08 Key Milestone</b> <i>Italic = Q2 &amp; Q4 only</i>	<b>Progress to date*</b>	<b>Commentary</b>
HP2 continued	to help improve service delivery and assist services to continuously improve	Establish an IT strategy in conjunction with Corporate IT so that Carefirst6, Carestore and CareAssess are implemented in accordance with agreed timescales so that Carefirst users have access to more effective data input systems – October 2007		A Performance and IT Management Strategy is produced on an annual basis and approved by SMT.
HP3	To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety of the Halton community	Ensure that sufficient longer-term cemetery provision exists to meet the needs of the Halton people, by initially completing an options appraisal and securing member decision by 31 March 2008		The completed options appraisal has been considered by the Safer Halton P & P Board and the Chief Officer's Management Team. Detailed cost benefit analysis work is ongoing to inform the final member decision.
HP4	Ensure that effective financial strategies and services are in place to enable the directorate to procure and deliver high quality value for money services that meet people's needs	Develop, by April 2007, a 3-year financial strategy, to ensure that funding is matched to changing service requirements		Completed. Gross and savings proposals submitted to Corporate Services as part of 2008/09 budget setting round including details details of all future proposed grant spend to be rolled into the base budget. This includes staff in temporary and permanent grant funded posts. Decision awaited by members once all grant announcements are known with strategy to be then amended accordingly.

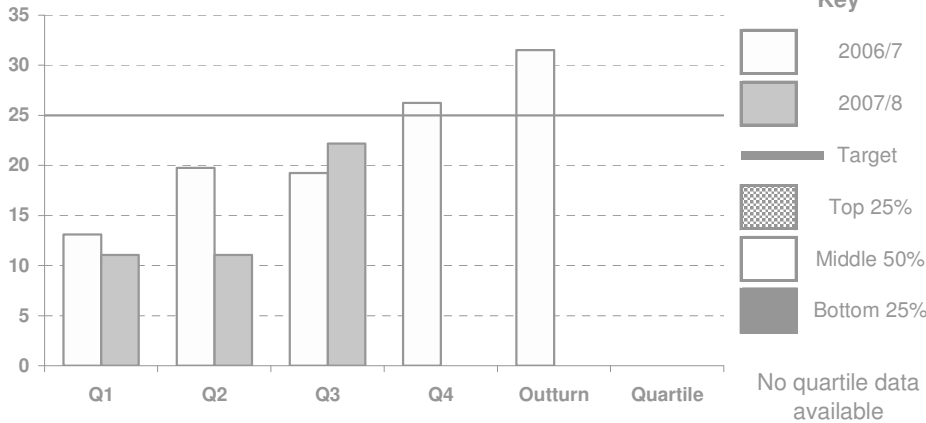






HPPAF 59

**No. of assessed social work practice learning days per whole time equivalent social worker**



**PAF Assessment**

Better ←

Band	5	4	3	2	1
Target	X				
Current	X				

Likely to hit PAF target

---

**Trend**

↑

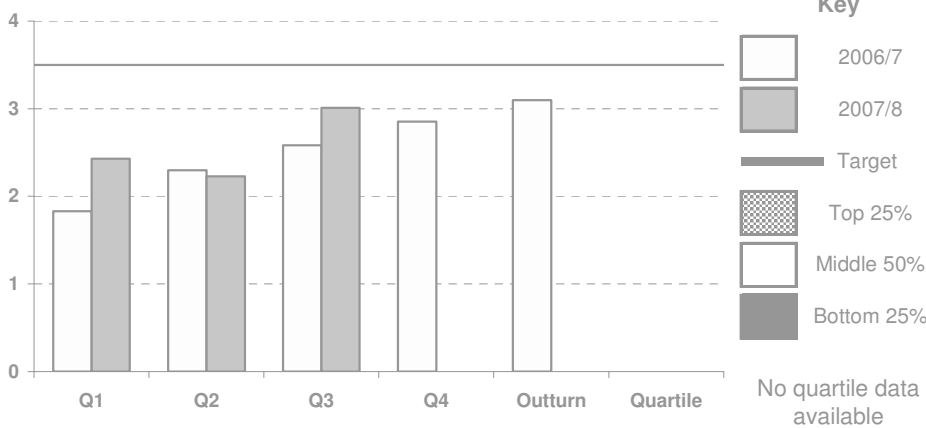
Better than this time last year	
	Green
	Should hit target for the year

**Commentary**

This PI is calculated by dividing the number of placement days; directly provided by HBC and placements provided in the vol sector, by the no of WTE social workers. Last year we were awarded 1080 vols placement days and we can confidently anticipate at le

HPLI 16

**% of SSD gross current expenditure on staffing which was spent on training the Council's directly employed staff during the financial year**






**Trend**





↑



Better than this time last year	
	Green
	Should hit target for the year

**Commentary**

Training budget spend in 3rd quarter, including Post Entry Training costs, against cost centres 6060, 6000, 6200 & 6220, divided by the social care staffing for the 3rd quarter, not including Children Services. T&D Spend £331,409 divided by £10,984,573 mu

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress*	Commentary
<b>Service Delivery Indicators.</b>						
BVPI 64	Number of private sector dwellings returned into occupation or demolished as a direct result of action by the local authority.	2	2	1		Outputs against this BVPI have always been reliant on Council grants for Landlords to refurbish and let out previously empty dwellings that they acquired. Under current grants policy only accredited landlords can access assistance, and no such applications are in the pipeline. There is therefore a risk of not meeting even the low target that has been set.
BVPI 183a	The average length of stay in B&B accommodation of homeless households that are unintentionally homeless and in priority need (weeks)	5.33	3.0	3.45		The average period has reduced throughout 2007/08 from the 5.33 weeks reported for 2006/07, and should continue to decline due to the introduction of a number of homelessness prevention initiatives, However quarter 4 is traditionally a period of high homelessness presentations and meeting the 3 week overall target may be difficult to achieve.
BVPI 202	Number of Rough Sleepers	0	0	N/K		A consultation with stakeholder organisations will be undertaken at year-end to inform the year-end BVPI

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress*	Commentary
BVPI 203	The % change in the average number of families placed in temporary accomodation	18.75%	-15%	-10.3%		This BVPI is calculated by averaging the numbers of household (accepted as homeless and in priority need) with children or an expectant mother, in temporary accommodation at the end of each quarter in 2007/08, and then comparing that figure with the same calculation for the previous year. A complete picture will not therefore be available until year-end but a snapshot comparison of Q1-3 this year to Q1-3 last year shows a 10.3% decrease, which is a move in the right direction compared to the +18.75% in 2006/07.
BVPI 213	The number of households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (expressed as the number divided by the number of thousand households in the Borough)	0.42	1.42	0		The Directorate established a Homelessness Welfare/Prevention Team earlier this year to assist in the prevention of homelessness. Although the service can evidence 118 successful interventions (equivalent to a BVPI indicator of 2.46), these outcomes cannot be included for BVPI purposes due to the way in which the service is funded.
HP/ LPI 2	Percentage of Social Services working days/shifts lost to sickness absence during the financial year.	9.21%	8%	9.11		This figure is for April – November 07. Figures for the full period April – December 07 will be available from approximately 16 <sup>th</sup> January 08
HP/ LPI 1	Percentage of SSD directly employed staff that left during the year.	7.69%	8%	9.32		Figure updated using actual leavers for September 2007

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress*	Commentary
<b>Cost &amp; Efficiency Indicators.</b>						
HP/ LPI 15	% of SSD directly employed posts vacant on 30 September	11.78%	9.5%	14.89%		<p>The above % figure relates to vacancies as at 30<sup>th</sup> September 2007 within Adults, Health and Partnerships and Older People, and is based on the number of posts within all service areas.</p> <p>As Part of the continued drive to improve retention in the Health and Community Directorate, a new Recruitment and Retention Strategy is currently being produced.</p>
HP/LPI 6	% of HR Development Strategy Grant spent on Council staff	73%	73%	42%		<p>Due to the revised allocation of the HRD Grant on the independent sector (£35k), the spend on Council staff is on track for 64.5% by 31<sup>st</sup> March 2008.</p>

## HEALTH & COMMUNITY - HEALTH AND PARTNERSHIPS

### Revenue Budget as at 31<sup>st</sup> December 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend ) £'000	Actual Including Committed Items £'000
<b><i>Expenditure</i></b>					
Employees	3,312	2,442	2,300	142	2,311
Premises Support	164	0	0	0	0
Other Premises	77	40	32	8	32
Supplies & Services	579	371	373	(2)	438
Training	79	31	24	7	33
Transport	24	18	16	2	16
Departmental Support Services	132	0	0	0	0
Central Support Services	1,052	0	0	0	0
Agency Related	106	85	77	8	146
Supporting People Payments to Providers	9,233	6,021	6,017	4	6,017
Asset Charges	905	0	0	0	0
<b>Total Expenditure</b>	<b>15,663</b>	<b>9,008</b>	<b>8,839</b>	<b>169</b>	<b>8,993</b>
<b><i>Income</i></b>					
Sales	-13	-10	-10	0	-10
Receivership	-18	-13	-47	34	-47
Rents	-64	-61	-118	57	-118
HR Development Grant	-99	-99	-99	0	-99
National Training Strategy Grant	-159	-159	-159	0	-159
Information Management Grant	-103	-10	-8	(2)	-8
Supporting People Main Grant	-9,233	-6,740	-6,736	(4)	-6,736
Supporting People Grant	-132	-90	-91	1	-91
Disabled Facilities Grant	-40	-30	-39	9	-39
Departmental Support Services	-3,990	0	0	0	0
Other Grants	-218	-135	-239	104	-239
Re-imbursements	-91	-91	-147	56	-147
Other Income	-84	0	0	0	0
<b>Total Income</b>	<b>-14,244</b>	<b>-7,438</b>	<b>-7,693</b>	<b>255</b>	<b>-7,693</b>
<b>Net Expenditure</b>	<b>1,419</b>	<b>1,570</b>	<b>1,146</b>	<b>424</b>	<b>1,300</b>

### **Comments on the above figures:**

In overall terms the revenue spending (including commitments) at the end of quarter 3 is £270k below budget profile. This, in the main, is due to expenditure on employees being less than anticipated at this stage of the year and also to the overachievement of income.

Salary costs are below budget by £131k (including commitments), which is due to a number of posts being vacant at the start of the financial year. Several of these posts are now filled therefore the staffing budget is not expected to be significantly under budget profile at year-end. The pay award for 2007/08 has now been agreed and was paid to employees in December, therefore is included within the actual to date figure.

The commitment figure for supplies & services relates to further IT costs. It is anticipated this area will be over budget profile at year-end.

Commitments for agency & related expenditure refer to bed & breakfast invoices not yet received. This area is also expected to be over budget profile at year-end.

Receivership income has increased following a review of the service user needs, changing their status from appointee to a receivership service in line with the Mental Capacity Act. This has led to the recovery of higher charges this year.

Rents received during the period are currently overachieving budget profile especially for the Riverview site, where rents are higher than anticipated at budget setting time. Included within the £118k rents received to date is a one off payment of £17k in respect of rent recovered relating to two prosecutions for non payment of rent from previous years.

The Disabled Facilities Grant has also overachieved against the current budget profile. This represents the client contributions made for adaptations and it is anticipated this will continue throughout quarter 4.

Other grants include Community Rollout grant £100k for the Roy Castle appeal & other projects & Supporting People grant for both the ALD reconfiguration project £41k and £19k for the rent deposit scheme.

Reimbursement income has also overachieved against budget profile. This includes £34k for practice placements, of which £22k was carried forward from 2006/07 and also £10k for Local Involvement Network.

## Health And Partnerships

### Capital Projects as at 31st December 2007

	2007/8 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
<b><u>Private Sector Housing</u></b>				
<b><u>Renovation/Modernisation</u></b>	586	300	125	461
<b><u>Grants</u></b>				
<b><u>Disabled Facilities Grants</u></b>	942	700	251	691
<b><u>Home Link</u></b>	10	4	0	10
<b><u>Energy Promotion</u></b>	75	50	21	54
<b><u>Castlefield Equity Release</u></b>	565	65	78	487
<b><u>Loans</u></b>				
<b><u>West Bank Neighbourhood</u></b>	4	4	4	0
<b><u>Renewal Assessment</u></b>				
<b><u>Riverview Refurbishment</u></b>	1,272	1,267	1,187	85
Belvedere Repairs	28	28	0	28
<b><u>Adaptations Initiative</u></b>	92	30	0	92
<b><u>Uncommitted</u></b>	122	0	0	122
<b><u>Total Expenditure</u></b>	<b>3,696</b>	<b>2,448</b>	<b>1,666</b>	<b>2,030</b>



## HEALTH & COMMUNITY – LOCAL STRATEGIC PARTNERSHIP BUDGET

Budget as at 31<sup>st</sup> December 2007

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (Overspend )	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Priority 1 Healthy Halton</b>					
Health Awareness	40	30	0	30	0
Recipe For Health	29	22	14	8	14
Five A Day Programme	3	2	0	2	0
Vulnerable Adults Task Force	592	444	328	116	328
<b>Vol. Sector Counselling Proj.</b>	39	29	19	10	19
Info. Outreach Services	34	26	17	9	17
Reach for the Stars	34	26	16	10	16
<b>Carer Support Development</b>	49	37	25	12	25
Healthy Living Programme	98	73	47	26	47
Advocacy	63	48	41	7	41
<b>Priority 2 Urban Renewal</b>					
Landlord Accreditation Programme	28	21	28	(7)	28
<b>Priority 5 Safer Halton</b>					
Good Neighbour Pilot	27	20	13	7	13
Grassroots Development	18	14	5	9	5
Alcohol Harm Reduction	43	32	0	32	0
Domestic Violence	77	58	18	40	18
<b>Total Expenditure</b>	<b>1,174</b>	<b>882</b>	<b>571</b>	<b>311</b>	<b>571</b>

## HEALTH & COMMUNITY

### Capital Budget as at 31<sup>st</sup> December 2007

	2007/08 Capital Allocation £000	Allocation To Date £000	Actual Spend To Date £000	Allocation Remaining £000
<b><i>Social Care &amp; Health</i></b>				
DDA	24	2	0	24
LDDF	7	7	0	7
Women's Centre & Other Projects	178	100	102	76
PODS (Utilising DFG)	40	0	0	40
Bredon Improvements	24	24	32	(8)
Improvement of Care Homes	150	100	141	9
Bridgewater Capital Improvements	1	1	0	1
Refurbishments to John Briggs House	90	30	6	84
Door Entry System – John Briggs	2	2	2	0
IT for Mobile Working	12	12	0	12
<b>Total Spending</b>	<b>528</b>	<b>278</b>	<b>283</b>	<b>245</b>

It is anticipated the capital budget will be fully committed by the end of the year.

## FAIR TRADING & LIFE EVENTS

### Revenue Budget as at 31st December 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend ) £'000	Actual Including Committed Items £'000
<b><i>Expenditure</i></b>					
Employees	796	600	590	10	594
Premises Support	145	0	0	0	0
Other Premises	252	84	88	(4)	101
Hired & Contracted Services	52	35	32	3	51
Supplies & Services	95	73	68	5	75
Transport	19	14	15	(1)	15
Support Services	575	0	0	0	0
Asset Charges	54	0	0	0	0
<b>Total Expenditure</b>	<b>1,988</b>	<b>806</b>	<b>793</b>	<b>13</b>	<b>836</b>
<b><i>Income</i></b>					
Sales	-86	-59	-60	1	-60
Fees & Charges	-630	-442	-437	(5)	-437
Grants	-1	-1	-12	11	-12
Rents	-4	-3	-3	0	-3
Support Recharge	-202	0	0	0	0
<b>Total Income</b>	<b>-923</b>	<b>-505</b>	<b>-512</b>	<b>7</b>	<b>-512</b>
<b>Net Expenditure</b>	<b>1,065</b>	<b>301</b>	<b>281</b>	<b>20</b>	<b>324</b>

### Comments on the above figures:

In overall terms the revenue spending to the end of quarter 3 is below the budget profile.

Expenditure on employees is likely to be slightly underspent. The 2007/08 Budget originally included a £75,000 saving item relating to the proposed outsourcing of the Consumer Protection Service. However, we now know that even if this proposal materialises, no savings will be made within the current financial year. As a consequence, the £75,000 savings target has been removed from the 2007/08 budget, and the savings will be met from elsewhere within the Health and Community Directorate. However, the savings target remains built into the Consumer Protection 2008/09 base budget, so measures will need to be implemented to ensure that this target is met.

A vacant post was kept unfilled in the current financial year with a view towards contributing to the original savings item, and the current net underspend on employee costs for the first three quarters is in the region of £10,000.

Income budgets are running broadly to target at this stage in the year, and Cemeteries and Crematoria income are currently running at the anticipated income target for the first three quarters. However the previous two quarters income for Cemeteries and Crematoria were marginally above target, so the third quarter's income has not achieved the same level of performance against estimate. Due to the nature of the service it is difficult to estimate whether income targets will be fully realised.

The over-achievement of grants income relates to a payment received from the Home Office for copyright enforcement. This grant is fully committed to be spent during the year.

### **Capital Projects as at 31st December 2007**

	2007-08 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Cemeteries	50	50	52	-2
Headstone Safety Programme	50	36	24	26

### **Bereavement Services Capital Programmes**




Phase 3 of the western strip works cost slightly more than the £50,000 capital allocation but this small overspend will be offset by a corresponding underspend in the headstone safety programme.

Commitments in the system for the headstone safety programme plus anticipated Quarter 4 spend will ensure that this budget is fully spent by year-end.

### **LSP, External or Grant Funded Items as at 31st December 2007**

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	<b>Variance To Date (overspend)</b> £'000	Actual Including Committed Items £'000
Bill Payment Service	33	16	17	(1)	17
Budgeting Skills Project	33	24	15	10	15

The traffic light symbols are used in the following manner:

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<u><b>Amber</b></u>	 <p>Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.</p>
<u><b>Red</b></u>	 <p>Indicates that it is <u>highly likely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>