

QUARTERLY MONITORING REPORT

DIRECTORATE: Health & Community
SERVICE: Health & Partnerships
PERIOD: Quarter 4 to period end 31st March 2009

1.0 INTRODUCTION

This quarterly monitoring report covers the Health & Partnerships Department fourth quarter period up to 31st March 2009. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2008/09 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

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

The way in which traffic light symbols have been used to reflect progress to date is explained in Appendix 7.

2.0 KEY DEVELOPMENTS

Business Support

An electronic care monitoring board has been established and will meet for the first time in April 2009. It was decided the electronic care monitoring project would be piloted in partnership with one of the new independent providers who have recently been contracted to provide home care services so that data extracted from electronic monitoring systems can be evaluated.

Work with Corporate ICT on the scoping of projects including the use of digital pens, mobile working, the single assessment process and electronic document storage is continuing. The 3 and 5 year ICT Strategy has been received from Corporate ICT and will be reviewed by SMT in April 2009.

The new performance Self Assessment Survey has been received from the Care Quality Commission (CQC) and will be completed and submitted to CQC

by 14th May 2009.

Quality Assurance and Supporting People

Throughout January to April 2009, the team have successfully implemented the transfer of domiciliary care services to our newly contracted providers who are now operating within 4 geographical zones across the borough.

Work has been completed on the residential care strategy, new improved residential care contract and specification. Council have approved the new rates for the provision of residential care and discussions are underway with providers regarding sign up to the new contract.

Housing

Work is progressing with City Region partners to develop housing proposals for inclusion in a Multi Area Agreement.

The Governments mortgage rescue scheme has been launched, but at this stage no cases have been dealt with in Halton that meet the eligibility criteria.

A tendering exercise has just been concluded to award a contract to undertake a survey of private sector housing conditions in the Borough, to inform development of the housing strategy.

At it's meeting on the 5th March the Executive Board agreed that the Council would work with partners to develop a sub regional model of Choice Based Lettings for introduction hopefully in 2010. This will mark a significant change in the way social rented housing is allocated in the Borough.

Service Planning & Training

A comprehensive training programme was commissioned and commenced in March 2009 to support the Self Directed Support and Personal Budgets agenda. This programme will run during 2009/10.

Commissioning

Valuing People Now - The Government three-year strategy and delivery plan for learning disability services was published in January and is driving the work plan of the Partnership board, which will be required to report to the Regional Board in March 2010.

Healthcare for all - An action group led by the PCT with social care representation has been set up to address healthcare inequalities for people with learning disabilities. A Senior Commissioning post has been established under the Section 75 agreement, within the Partnership Commissioning Team to support agenda.

Community Enablement Service - Procurement exercise has been undertaken and a new contract will be operational within the extension period

for the current service.

Residential Care - A project group has been established to review the needs of residents in two learning disability homes, with a view to promoting more independent living and offer choice.

NSF Long Term Conditions - Consultant has completed review of HICES, Therapy services, pain management service and mapped support for people with LTNC. Final report is being drafted and will inform commissioning intentions.

Older People - Completion of the Assessment and Care Treatment Service business case for the introduction of an early intervention service for people with dementia and older people with depression. This is a joint project between Health and social care and will be commissioned during the first three quarters of 2009/10.

Quarter 4 has seen the continued development of work to implement the National Stroke strategy and specifically the increased investment for a low-level communication support group to help people who have had a stroke.

Consumer Protection

The Council now has four qualified Cremator Operators, which should provide sufficient cover for most emergency situations.

The demand for the Nationality Checking Service provided by the Registration Service has been high both from Halton residents and from those living in neighbouring authorities. This in part has been due to pressure from applicants to submit their applications to the Home Office before their fee increase at the beginning of April. Income during the first month of operation has covered all start-up expenditure.

Bereavement and Registration Services has now moved from the Health and Partnerships Department to the Culture and Leisure Services Department.

3.0 EMERGING ISSUES

Business Support

The Directorate would like to proceed with the ordering of new ICT hardware for its staff but is unable to do so pending COCO issues being resolved by Corporate ICT. This will affect the implementation and speed of mobile working solutions.

Consumer Protection

The production of e-forms is being developed by the Registration Service in partnership with IT to be used in the provision of copies of historical birth and death certificates.

Housing

Consultation by 4NW on proposals under the Regional Spatial Strategy to allocate significantly increased targets across the region for new Traveller sites has now ended. Halton's response was set out in a report to Executive Board on the 19th March, strongly objecting to the target proposed for Halton.

The findings of the homelessness strategy review are currently out to stakeholder consultation, prior to the new strategy being brought to the PPB in early summer.

Commissioning

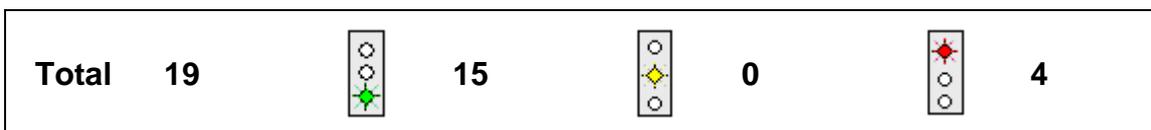
National Autism Strategy - DH will publish later this year. Work to address support for ASD/C has commenced with the establishment of the Autism Services Development Group (ASDG) supported by the National Autistic Society

Transfer of Commissioning responsibility - ALD service transferred from the PCT to HBC on 1st April. Monitoring of contracts on a quarterly basis will be required alongside work with providers to embed personalisation into working practices.

Learning Disability Supported Living Services - Supporting People contracts end 31/3/10 and it is proposed to begin a procurement exercise in September to tender these services alongside personal care. Ahead of this current arrangements need to be considered to determine the best approach and size of potential contracts.

Older People - The National Dementia Strategy was published during quarter 4 and there are a range of implementation targets that we need to ensure are completed within the Local Authority. A local dementia strategy and action plan will be developed during quarters 1 and 2 of 2009/10.

4.0 PROGRESS AGAINST MILESTONES/OBJECTIVES



please refer to Appendix 1.

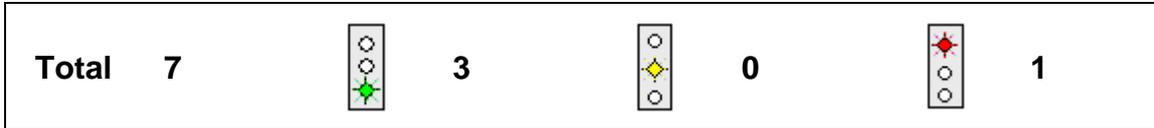
5.0 SERVICE REVIEW

Consumer Protection

The Registration Service was subject to a "light touch" visit in February 2009 by HM Inspector (Account Manager) to ensure that arrangements under the governance framework were working well and that Halton is meeting national standards. A stewardship report confirming this, for the period 1.4.2008 to

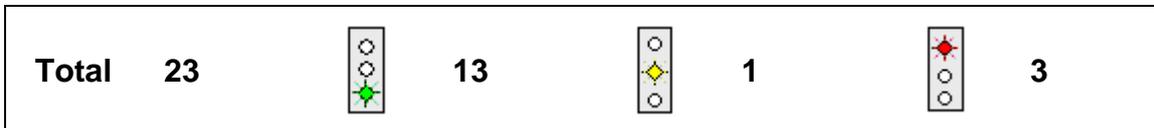
31.3.2009, will be submitted to the Registrar General in April 2009

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



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 2008-09 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. Please refer to Appendix 4.

9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2007/08 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. Please refer to Appendix 5.

10.0 DATA QUALITY

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

11.0 APPENDICES

Appendix 1- Progress against Key Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Progress against Other Performance Indicators
Appendix 4- Progress against Risk Treatment Measures
Appendix 5- Progress against High Priority Equality Actions
Appendix 6- Financial Statement
Appendix 7- Explanation of traffic light symbols

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
HP 1	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	<i>Review Housing and Homelessness Strategies to ensure that the action plans are implemented and that identified needs are met within the resources available Mar 2009</i>		Executive Board adopted the revised housing strategy on the 18 th December 2008. A review of the homelessness strategy was completed in January, and its findings are currently out to stakeholder consultation.
		<i>Review Supporting People Strategy to ensure any change to grant allocation is reflected in priorities Jul 2008</i>		PPB scrutiny project team agreed draft commissioning and procurement plan and communications plan. Draft PPB scrutiny report completed April 2009 - for sign off by Sept 2009.
		Review and update the Joint Strategic Needs Assessment (JSNA) to ensure that the outcomes, with identified priorities are incorporated into the LAA May 2008		Agreed LAA indicators reflect priorities identified in JSNA.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
HP 2	Work with operational managers to make best use of the workforce and IT resources, to improve service delivery and assist services to continuously improve within a robust performance management framework	<i>Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirements are reflected in the framework and the performance monitoring cycle Sep 2008.</i>		<p>The new Self Assessment Survey (SAS) has been received from the CQC and work to complete and submit the survey by 14th May 2009 has been allocated across the Directorate.</p> <p>Additionally the new reporting timetable and process for performance has been reported to SMT so that all managers are aware of the implications for determining the Directorate's performance.</p>
		<i>Develop and implement appropriate workforce strategies and plans to ensure that the Directorate has the required staff resources, skills and competencies to deliver effective services Mar 2009</i>		<p>The Training & Development Plan for 2009/10 has been agreed by SMT and the Directorate Workforce Development Plan 2009/10 has been drafted. A new Recruitment and Retention Strategy has been developed. A sub group of the Self Directed Support (SDS) Group is in the process of being established to develop appropriate workforce strategies to ensure that we have a workforce that have the appropriate skills to deliver on the SDS agenda.</p>

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<p><i>Review the Directorate IT strategy and business processes in conjunction with Corporate IT to ensure that systems available are accessible and deliver a quick and responsive service to those that need them Jun 2008.</i></p>		<p>The ICT strategy has been received from Corporate ICT and will be submitted to SMT for approval during April 2009</p> <p>The business process review being undertaken by Corporate ICT is not yet completed but has revealed the necessity of implementing mobile working solutions, integrated health and social care data and electronic document management storage solutions</p>
		<p><i>Develop and implement an electronic solution to the Single Assessment Process (SAP) to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems Jun 2008.</i></p>		<p>Discussions have taken place with Health about the need to implement electronic SAP solutions and about the need to transfer and share data between different agencies and staff.</p> <p>SAP forms are being developed for use in Carefirst 6 but Health colleagues are yet to indicate how they will implement an electronic system.</p>

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<p><i>Review complaints procedures in light of national guidance to ensure a more consistent and holistic approach, leading to lessons learned being shared will colleagues across the sector Nov 2008.</i></p>		<p>The new national guidance on complaints has still not been published so the complaints framework has not yet changed.</p> <p>In the interterm in the spirit of working together to resolve complaints an overview of how we can achieve this more effectively will be is used to all staff in April 2009.</p>
HP 3	<p>To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety requirements of the Halton community</p>	<p>Develop a project plan to deliver longer-term cemetery provision, based on member decision, and commence delivery in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond Jun 2008.</p>		<p>Whilst the detailed project plans have not yet been produced, the member decisions (that were required to inform those plans) were made in March 2009. The project plans can now be formulated in early 2009 / 2010.</p>
		<p>Produce an initial Consumer Protection Strategic Assessment, in line with the National Intelligence Model, to support intelligence-led Trading Standards service delivery during 2009/10 Dec2008</p>		<p>Completed. This assessment will now inform the service delivery of the new Warrington and Halton Trading Standards service during 2009 / 2010.</p>

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships**

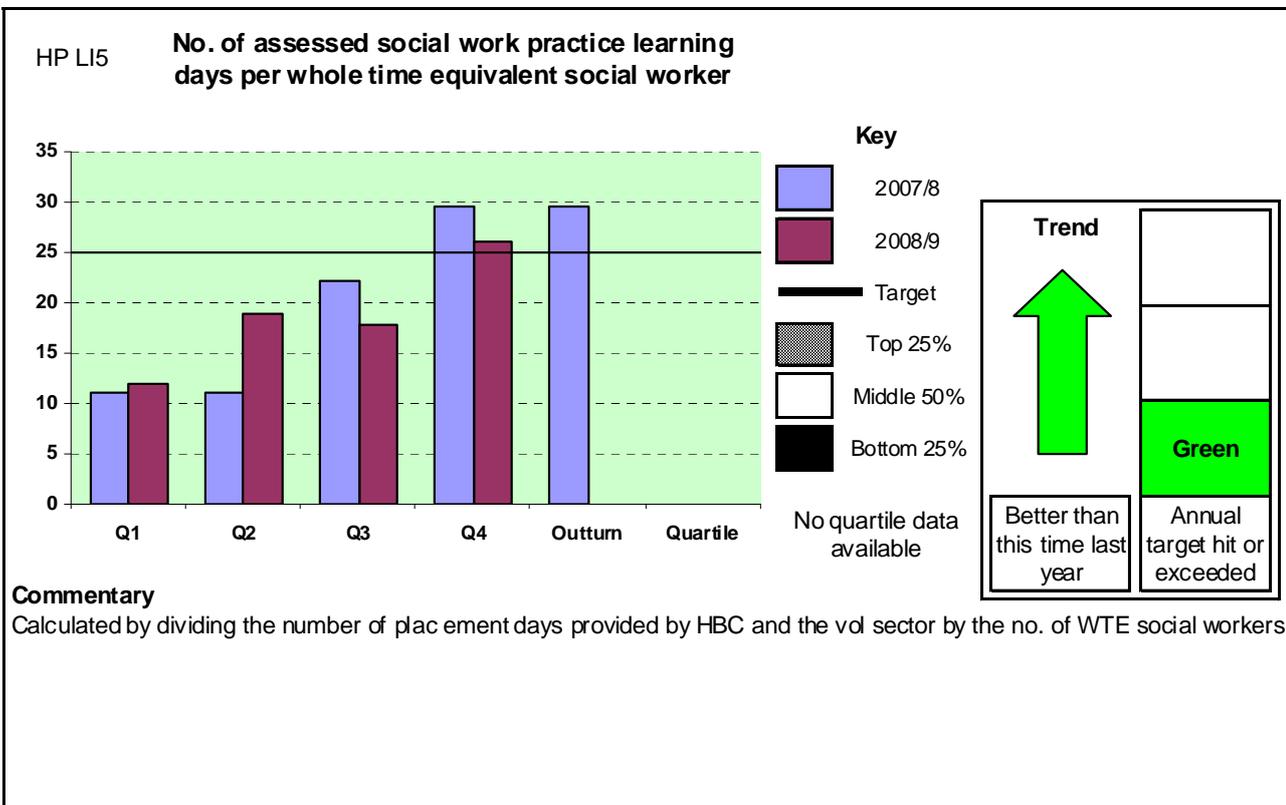
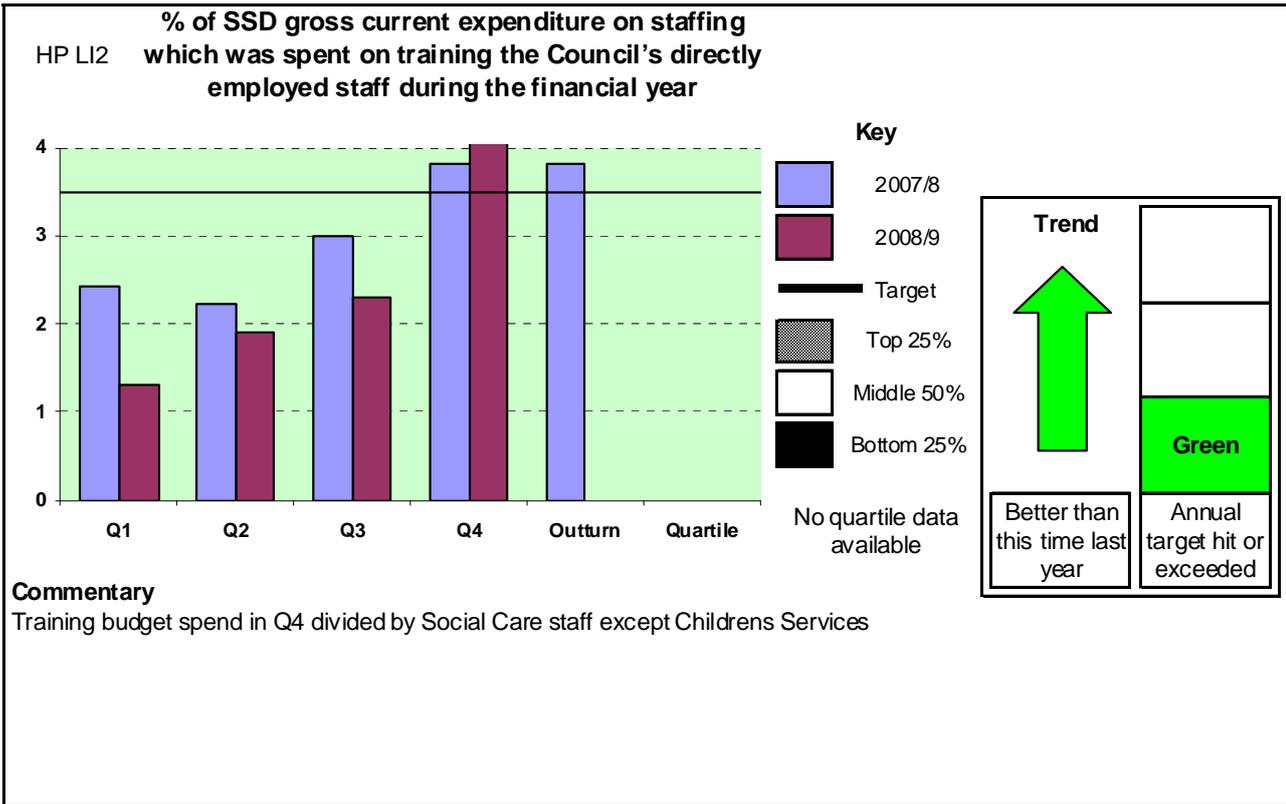
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Benchmark performance against national standards with relevant benchmarking group to inform improvement plan aimed at supporting continual service improvement Sep 2008.		The Service has benchmarked its performance against the national standards in the GRO/LACORS Good Practice Guide with other "new governance" services. It also took part in a benchmarking exercise of NW Registration authorities that was completed on 19.3.09.
HP 4	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.	<i>Monitor and review Joint Commissioning Strategies to ensure priorities are still met and enhance service delivery and cost effectiveness Mar 2009.</i>		Joint commissioning strategies have been reviewed – work ongoing to monitor progress against priorities in all strategies
		<i>Review contract management and monitoring arrangements across all service areas to ensure contracts are offering value for money Mar 2009.</i>		The scheduled plan of monitoring and contract management is on target from April 09. This system has been reviewed across SP and Adult Social Care and now incorporates additional contract management systems, and increased service user consultation. Emphasis will be focussed on driving up standards of Providers who are rated as "adequate" in line with CSCI recommendations.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Commence procurement for new domiciliary care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place April 2008.		<p>The procurement of the domiciliary care contracts is on target to be completed by the end of April 2009.</p> <p>The new domiciliary care contracts will be introduced over a 2-stage process.</p> <p>Stage 1 – Will commence on 30th March 2009.</p> <p>Stage 2 – Will commence on the 27th April 2009.</p>
		Commence procurement for new residential care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place April 2008.		<p>The process of negotiations is ongoing with Residential care Providers reference the new dependency models, fees and adapted contracts/ specifications.</p> <p>The residential care strategy will be circulated to the steering group and SMT for further consultation.</p>
		<i>Project team to be established to ensure implementation of the recommendations of the commissioning framework Mar 2009.</i>		<p>Joint Team to be developed through Dave Sweeney at PCT. Joint PID agreed. Due to go out for quotes in April 09. This work takes into account the requirements set out in the Commissioning Framework.</p>
		<i>Monitor, on a quarterly basis, the financial strategy to ensure that changing service requirements are being met by allocated funding March 2009</i>		<p>Financial Strategy was agreed with SMT and is monitored on a quarterly basis with reports going to SMT on a regular basis</p>

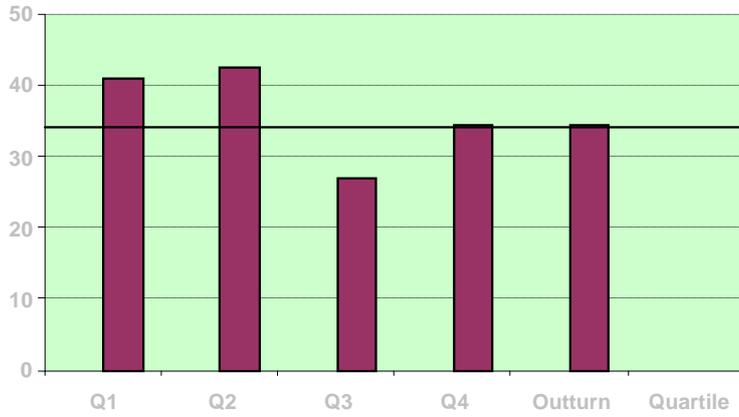
APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES
Health & Partnerships

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Review the usage of Direct Payments against performance target strategy to ensure that targets on uptake are being met March 2009		Usage of Direct Payments has been reviewed and we are in the process of aligning Direct Payments to Individualised Budgets and the Personalisation agenda.
		<i>Assess, on a quarterly basis, the impact of the Fairer Charging Policy strategy to ensure that the charging policy is fair and operates consistently with the overall social care objectives Dec 2008.</i>		Further to the work carried out by the Charging policy consultation group a number of charging policy proposals were presented to members to meet the 2009/10 efficiency requirements – Only one of these proposals was accepted.



NI 156

Number of households living in Temporary Accommodation



Key

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

PAF Assessment

Better

Band

Target #####

Current

Not a PAF indicator

Trend	Red
No data for same Qtr last year	Annual target missed

Commentary

This PI gives a snapshot of the numbers in temporary accommodation at the end of each quarter, averaged for the year. From a figure of 41 at the end of quarter 1 the number steadily reduced during the year, narrowly missing target at year end.

The following KPIs have not been included above for the reasons stated: -

NI 127 Self reported experience of Social care users

Q4 information is not available. This years User Experience Survey is for Older People Receiving Home Care. The data will be available at the beginning of June 2009 and is to be reported to The Health and Social Care Information Centre

NI 182 Satisfaction of businesses with LA Regulatory Services

This is a new indicator that forms part of the new National Indicator data set and systems are not currently in place to calculate the out-turn percentage. A target has not been formally set. The indicator is based on survey data and when last collated it was found that 43% of Consumer Protection respondees gave the highest rating whilst 60% gave the second highest rating in answer to the two relevant "satisfaction" questions. The single, year-end return will also include the performance of the Environmental Health and Licensing functions of the Council.

NI 183 Impact of LA Regulatory Services on the Fair Trading Environment

This is a new indicator that forms part of the new National Indicator data set. It is a year-end return based on four factors, two of which are to be provided to local authorities by central government at year-end. The requisite information has not yet been received and it could be as late as mid-May before this indicator is available.

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
Cost & Efficiency						
HP LI1	% of SSD directly employed posts vacant on 30 September	-	8	7.9		The above figure relates to social care vacancies as at 30 th September 2008. A new three-year Recruitment and Retention Strategy has been developed and will be implemented from April 2009.
Fair Access						
HP LI4	No. of initiatives undertaken to raise the profile of the Service in the 5 most deprived wards	-	5	5		<p>So far, initiatives have included:</p> <ul style="list-style-type: none"> • theatre group commissioned to work with 2 schools exploring consumer issues around the theme of 'Making the Right Decisions' • contribution to Women's Health Day event • promotion of Consumer Direct during National Consumer week • contribution at pre-Christmas gift wrapping events • production / distribution of Christmas shopping tips via the Halton Credit Union • distribution of Consumer Direct promotional material and Doorstep Callers cards via the Benefits Bus
Quality						

APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
Health & Partnerships

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
HP LI6	Percentage of consumer service users satisfied with the Trading Standards Service, when last surveyed	-	90	96		Target exceeded, however despite offering entry into a prize draw for all returned surveys, the Service experienced a very low response rate.
HP LI7	Percentage of Bereavement Service users who rated the staff courteousness / helpfulness as reasonable / good / excellent when last surveyed	-	96	100		The 29 survey forms that were returned included 27 responses to the relevant question about staff's performance. All of these respondents rated this performance as reasonable/good/excellent.
HP LI8	Percentage of general Registration Service users who rated the staff's helpfulness / efficiency as excellent or good, when last surveyed.	-	96	100		The 21 survey forms that were returned included 19 responses to the relevant question about staff's performance. All of these respondents rated this performance as reasonable/good/excellent.
Service Delivery						
HP LI9	The % change in average number of families in temporary accommodation	-	-5	-22		Increased emphasis by the service on homelessness prevention helped reduce homeless acceptances from 221 in 2007/08 to 166 in 2008/09, which in turn helped to reduce the need for placements in temporary accommodation.
HP LI10	Number of households considering themselves homeless for whom advice casework intervention	2.66945 6066945 61	1.6	5.4		294 cases were successfully resolved in 2008/09 which, as mentioned above, led to a reduction in the number of cases being formally accepted a statutorily homeless.

APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
Health & Partnerships

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
	resolved their situation					
HP LI11	Proportion of statutory homeless households accepted as statutory homeless by LA within last 2 years	-	1.2	1.2		Of the 166 homeless acceptances during 2008/09, only 2 were repeat cases.
HP LI12	Has there been a reduction in cases accepted as homeless due to domestic violence that had previously been re-housed in the last 2 years by that LA as a result of domestic violence	-	Yes	Yes		There were no reported cases, so the PI outcome is "YES"
NI 39	Alcohol-harm related hospital admission rates PSA 25	2180	2313	2364.50*		<p>*As at Q3, 2008/09. A significant amount of activity is underway to develop the alcohol programme across both LSPs (Halton and St Helens) Alcohol review completed. The pathways outlined in this report will underpin the delivery of the CSP commitments.</p> <p>Significant increases in funding have been identified from the PCT and supplemented by WNF monies (Halton) and Area Based Grant monies (St Helens) to deliver the alcohol strategy across the PCT.</p> <p>The 2 existing alcohol strategy working groups</p>

APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
Health & Partnerships

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
						<p>have been disbanded and a new joint Halton and St Helens group will be established to ensure that a new combined alcohol strategy is developed, commissioned and properly performance managed. A new alcohol programme lead will be recruited to lead this programme with support from a programme and change management team.</p> <p>Service specifications have been developed to commission some in depth market research and a training needs assessment before the end of March 09.</p> <p>In the run up to Christmas staff from Community Health Services worked with the police and community safety team in Halton to reduce alcohol harm, by targeting pubs in Widnes town centre and offering a triage services in a town centre-based mobile unit, to reduce the number of individuals attending A/E with minor injuries.</p> <p>We have provided training on alcohol awareness, screening, signposting and brief intervention to over 1000 individuals to date (2 year period).</p>
NI 119	Self-reported measure of people's overall health and wellbeing DH DSO	-	-			Data not yet available from Health

**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
Health & Partnerships**

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
NI 120	All-age all cause mortality rate PSA 18	906 M 673 F	805 M 607 F	851.9 M 690.3 F		<p>The data relates to the number of deaths that were registered in the timescale Oct 08 to Dec 08. Due to this future calculations may produce differing number/rates of deaths as further records of deaths are finalised.</p> <p>Current data is speculative. Robust data available in Nov 09. Given good CVD, cancer and infant mortality rates we may achieve the target.</p>
NI 121	Mortality rate from all circulatory diseases at ages under 75 DH DSO	112.27	96.63	64.3		<p>The data relates to the number of deaths that were registered in the timescale Oct 08 to Dec 08. Due to this future calculations may produce differing number/rates of deaths as further records of deaths are finalised.</p>
NI 122	Mortality from all cancers at ages under 75 DH DSO	150.16	138.08	161.7		<p>The data relates to the number of deaths that were registered in the timescale Oct 08 to Dec 08. Due to this future calculations may produce differing number/rates of deaths as further records of deaths are finalised.</p>
NI 123	16+ current smoking rate prevalence PSA 18	1174	1038	687		<p>Smoking cessation is seasonal with most people quitting in Jan. Plans are in place to increase activity from Intermediate Pharmacy and Practices and increase staff levels with 2 whole time Practitioners in order to improve performance.</p>
NI 124	People with a long-term condition supported to be independent and in control of their condition DH DSO	-	-			<p>Survey from which baseline data was collected will next be conducted in Spring 2009.</p>

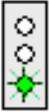
APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
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Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
NI 126	Early access for women to maternity services PSA 19	-	-			Data not Available from Health. Data is expected to be available on 21st April '09
NI 128	User reported measure of respect and dignity in their treatment DH DSO	-	-			No data to report. Data will be available at the beginning of June 2009 as it is sourced from the Home Care User Experience Survey for the Health and Social Care Information Centre.
NI 137	Healthy life expectancy at age 65 PSA 17	-	-			This is a Place Survey Indicator.
HP LI13	% of SSD directly employed staff that left during the year.	7.69	8	7.58		The leavers figure has decreased since 2008/09. A number of initiatives have contributed to this including the regular analysis of Exit Interview questionnaires and subsequent recommendations for improvements. A new three-year Recruitment and Retention Strategy has been developed and will be implemented by April 2009. During 2009 the results of job evaluation appeals for social care will be announced and depending on the outcomes, this could have a detrimental effect on leavers.
HP LI14	% of Social Services working days/shifts lost to sickness absence during the financial year.	9.48	9	8.31		Figures included in this report are based on those from April 2008 – January 2009. Final figures for Quarter 4 are not yet available (data should be available on or around April 20 th).
HP LI15	% of undisputed invoices, which were paid in 30 days.	97	97	99		Please note that the above figure is to the end of February 2009 as the year-end position is not yet available.

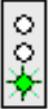
APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
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Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
NI 12 *	Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity *	-	-	0*		There were no recorded cases. * Note – this indicator was deleted from the 2008/09 National Indicator set

APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS
Health & Partnerships

Key Objective	Risk Identified	Risk Treatment Measures	Target	Progress	Commentary
HP 2 Work with operational managers to make best use of the workforce and IT resources, to improve service delivery and assist services to continuously improve within a robust performance management framework	Failure to provide IT systems that record activity and care services provided places both the organisation and service users/carers at risk.	Data quality checking mechanisms to reconcile data to care arranged and payments made.	01/03/2009		Cross-match analyses between the Carefirst and MSR systems continue to be undertaken by the Performance and Data Team so that operational teams can check and amend records to ensure a true reflection of the provision of current care packages. Any anomalies are flagged up for further investigation and amendment.
		Managerial control of data inputters to ensure data is loaded accurately in a timely manner.	01/03/2009		Supervision of Data Input staff continues to be overseen by the Data Quality Project Co-ordinator to ensure that data is loaded in a timely manner and in accordance with operational procedures.
		1/4ly performance monitoring reports to SMT	01/03/2009		Reports continue to be submitted to SMT on a regular basis.

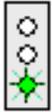
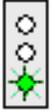
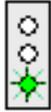
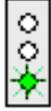
**APPENDIX FOUR – PROGRESS AGAINST RISK TREATMENT MEASURES
Health & Partnerships**

Key Objective	Risk Identified	Risk Treatment Measures	Target	Progress	Commentary
<p>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</p>	<p>Failure to provide a user interface for professionals to record details of assessments electronically places both the Health and Social Care organisations involved and service users / carers at risk</p>	<p>Monitor progress surrounding outcome of Strategic Review of IT systems and confirm SMT approval to continue.</p>	<p>01/03/2009</p>		<p>The ICT strategy has been received from Corporate ICT and will be submitted to SMT for approval during April 2009</p> <p>The business process review being undertaken by Corporate ICT is not yet completed but has revealed the necessity of implementing mobile working solutions, integrated health and social care data and electronic document management storage solutions</p>
	<p>Failure to enable data in assessments using SAP to be loaded directly into Carefirst places both the Health and Social Care organisations involved and service users / carers at risk.</p>	<p>Monitor progress surrounding outcome of Strategic Review of IT systems and confirm SMT approval to continue</p>	<p>01/03/2009</p>		<p>Discussions have taken place with Health about the need to implement electronic SAP solutions and about the need to transfer and share data between different agencies and staff.</p>
	<p>Failure to enable Health and other agency services to download SAP data collected directly into their information systems places both the Health and Social Care organisations involved and service users / carers at risk.</p>	<p>Monitor progress surrounding outcome of Strategic Review of IT systems and confirm SMT approval to continue.</p>	<p>01/03/2009</p>		<p>SAP forms are being developed for use in Carefirst 6 but Health colleagues are yet to indicate how they will implement an electronic system.</p>

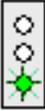
**APPENDIX FOUR – PROGRESS AGAINST RISK TREATMENT MEASURES
Health & Partnerships**

Key Objective	Risk Identified	Risk Treatment Measures	Target	Progress	Commentary
	Failure to provide mobile workers with the ability to input data electronically places both the Health and Social Care organisations and service users / carers at risk.	Monitor progress surrounding outcome of Strategic Review of IT systems and confirm SMT approval to continue	01/03/2009		
	Lack of support from Senior Management	Senior manager to be identified as project sponsor, with regular updates to SMT.	01/03/2009		
	Loss of key project staff	Ensure key staff are supported appropriately.	01/03/2009		

APPENDIX FOUR – PROGRESS AGAINST RISK TREATMENT MEASURES
Health & Partnerships

Strategy/Policy/Service	HIGH Priority Actions	Target	Progress	Commentary
Contract Monitoring	Monitoring of contracts with provider services – do residential/domiciliary providers employ staff from other backgrounds who have additional language skills which could be used to translate on behalf of service users whose first language is not English	2008/9		Council wide steering considering the needs of all minority groups within the borough to ensure we target services at all groups proportionally.
Cheshire, Halton & Warrington Race Equality Council (CHWREC)	Develop further links with CHAWREC	2008/9		There is scope for further work with CHAWREC, subject to additional funding, and opportunities for this is kept under constant review.
Corporate Equality Scheme	Contribute to a Corporate Working Group to simplify the Authority's equality-related policies/strategies etc to produce a Corporate Equality manual which is relevant and applicable to all Directorates	2008/9		The Directorate is currently contributing to the work being taken forward Corporately on the amalgamation of a number of equality related policies. A working group has been established to take forward this work.
	Health and Community EIA systems to be strengthened and adopted on a Corporate basis	2008/9		The Directorate is currently contributing to the work being taken forward Corporately on the revision of the EIA system. A working group has been established to take forward this work.

APPENDIX FIVE – PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS
Health & Partnerships

Diversity Training	Systems developed and implemented to ensure that all new staff attend Corporate Equality & Diversity training (1 day session); and all existing staff attend condensed Equality session.	2008/9		Corporate Training have developed and implemented mandatory E&D Training for the H&C Directorate. An introductory session is also delivered, at induction, in line with the common Induction Standards.
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The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.	Indicates that the annual 08/09 target <u>has been achieved</u> or exceeded.
<u>Red</u>	 Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.	Indicates that the annual 08/09 target <u>has not been achieved</u> .