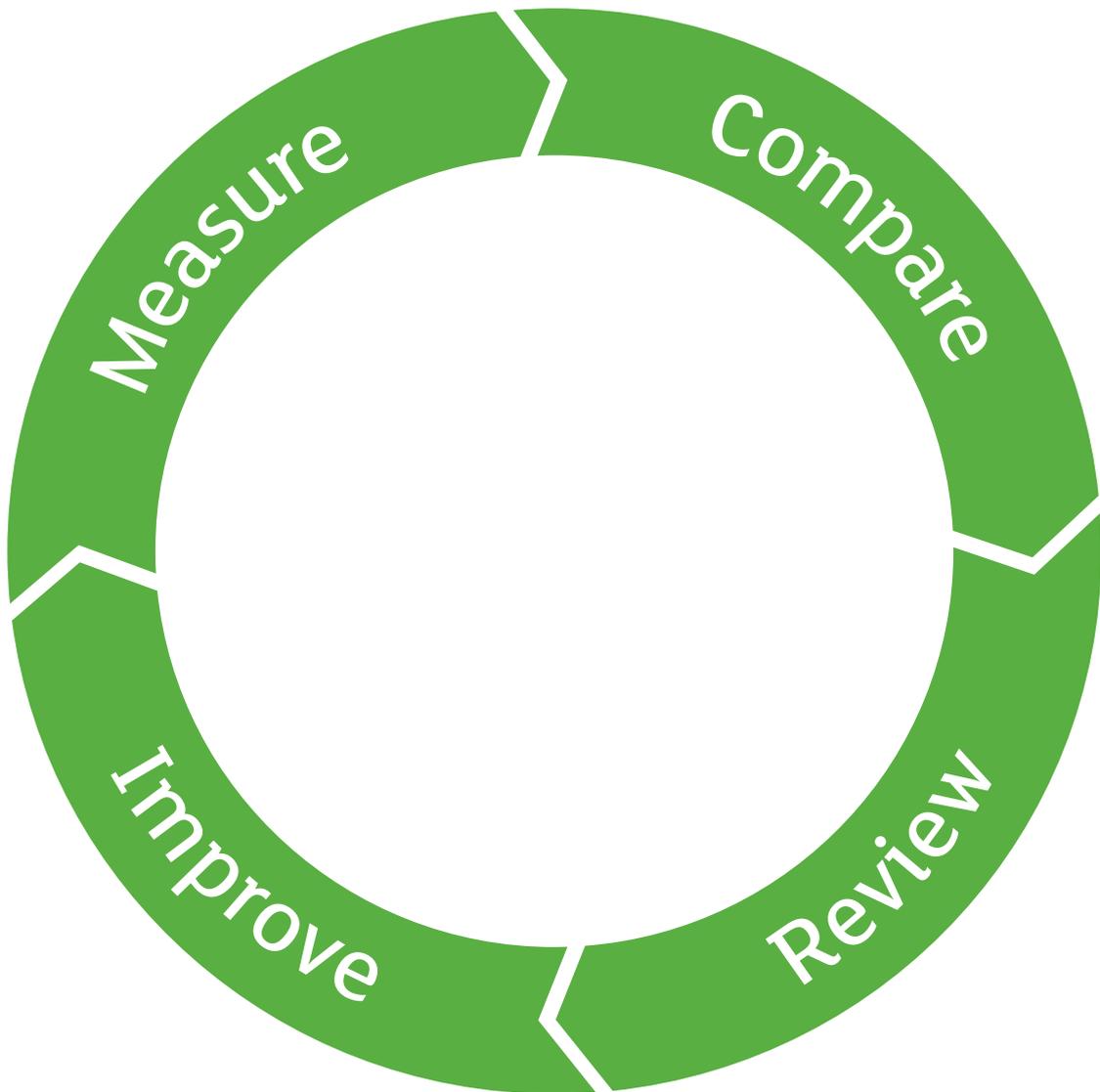


Research and Analytics

## social care

Benchmarking clubs



## Case study: Cumbria County Council

### Background

Cumbria County Council, like other authorities, needed to constantly assess how they were delivering their front line services and how strategically they can be matched with the need to continue to make significant financial savings. They can see their own data but to put that into context they needed to look outside to see what the wider Local Authority community is doing. Children Looked After was one area where they had seen a big change in costs and needed help to understand what that meant. CIPFA's Social Care Benchmarking Club was able to provide the evidential data they needed to support the review of those services.

### How did CIPFA help?

Their main challenge was the increase in numbers of Children Looked After, spend was compounded by many other factors. Some of these problems were also shared by other club members, such as the reduction in overall Council Budget, and the increased costs associated with providing an efficient front line service. In particular they could also see that their foster carers were part of an ageing population and would have to address this so that it didn't create problems further down the line.

### Lessons learned

By comparing data collected as part of the CIPFA benchmarking club they were able to see where those key challenges might be resonating with other authorities. Other authorities had seen some rise in numbers for Looked After Children so we were able to see how they were reacting to that challenge. There were no straightforward answers in this area so they had to use the data gathered and look at potential actions and model the impact of those actions to see if they would deliver the changes required. One of the actions modelled was a potential recruitment campaign for new foster carers and that has now been actioned. As a council they knew where there are costs that offer value for money and where they could look at the gap analysis in data and work on closing that or improving on that over the coming year.

This wasn't the first time they had taken part in a benchmarking club exercise, so they were really encouraged that CIPFA was acting on members feedback and had looked at amending reports following consultation at the steering groups. This collaborative approach has led to some significant changes to the data sets that they found invaluable, like the data collected around budgets for fostering and residential services, and the funding and spending levels.

The implications for Cumbria mean that they have a better understanding of overall spend and potential actions to mitigate that spend. The value of sharing knowledge and data between authorities is invaluable in supporting that planning and policy setting process and for setting future strategies.

# social care benchmarking

## How can benchmarking help you?

In the current economic environment there's more pressure on you than ever to deliver greater value for money in the provision of social care. Establishing a baseline for your service delivery and identifying where you can improve is critical to help reduce costs and transform services.

We have the technical expertise and experience to help you:

- understand your organisation's costs and performance
- gather key management information and provide assurance
- review performance trends and identify areas for improvement
- highlight areas of concern and where savings can be made
- network, exchange insights and good practice.

## Why choose CIPFA?

CIPFA is dedicated to helping deliver and support public services. We are the market leaders in social care benchmarking and our clubs have engagement from more than 60% of local authorities.

## What you get

By becoming a member of a Social Care Benchmarking club you receive the following:

- comparative reports showing how you compare to others
- collation of good practice shared by members
- access to a Review meeting to network with your peers
- interactive tools to drill further into the detail.

## Free summary reports

A free Adult Social Care summary report will be available to members who subscribe to all Adult Social Care Clubs and a free Children's Services summary report will be available to members who subscribe to all Children's Services Clubs. First introduced in 2015 the insightful reports will provide you with an even more comprehensive perspective of your performance within Social Care by collating key insights together in one report which can be effectively shared with senior stakeholders.

## Children's Services Social Care summary report

This summary report will draw upon key information already provided within our clubs, drawing upon key financial and performance information from the:

- CIPFA S251 report
- DfE Children's Social Care Data
- CIPFA Children Looked After Club
- CIPFA Adoption Club
- CIPFA Special Educational Needs Club.

## Adults Social Care summary report

This report will draw upon key information from our Adult Social Care clubs as well as incorporating information from other key central government sources including:

- CIPFA ASC-FR report (Previously called PSS ESX1)
- CIPFA Residential and Nursing care
- CIPFA Early intervention
- HSCIC Adult Social Care Survey
- DH ASCOF Measures
- The Better Care Fund.

## Adult Social Care

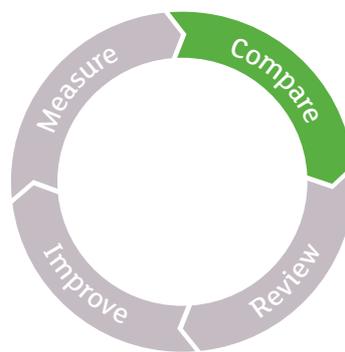
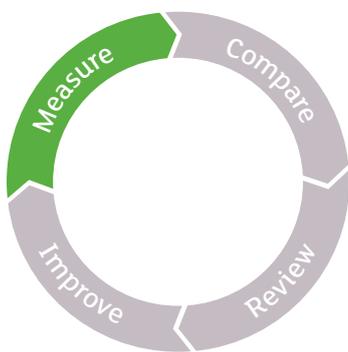
Adult Social Care is facing huge changes and challenges with the introduction of the Care Act 2014 and the Adult Social Care finance reporting structure for SeRCOP 2014/15. Our Adult Social Care Clubs have been updated to take account of these legislative changes, providing invaluable support to authorities.

The clubs will provide a powerful insight on how your authority compares against your peers within this new client group classification.

# the benefits of being a benchmarking club member

We have developed our clubs with a real collaborative ethos. To benefit from the huge advantages on offer, all you need to do is pay an annual membership fee and complete the relevant questionnaire. Each club is run to a timetable that ensures that you can benefit from the outputs when they are the most useful to you.

CIPFA benchmarking clubs follow the well established improvement cycle:



## Measure

**Questionnaire:** A user-friendly questionnaire is circulated to nominated contacts with detailed definitions and guidance on its completion. A telephone and email helpline is also available to answer any queries. You will typically have a six week period in which to return data (see timetable section).

**Data Analysis and Validation:** The returned data is subject to extensive analysis and validation to ensure that data is as accurate as possible. A draft report is then issued providing you an opportunity to revise data if we reveal any inconsistencies before final reports.

As we are benchmarking each function from the point of view of your organisation, it doesn't matter how the function is delivered, whether in-house, via shared services, contracted out or a mixture of these.

## Compare

**Comparative Reports:** Members get two reports that will identify your specific authority in a series of easy to understand tables and graphical visualisations that collectively build up a detailed view of your service; one will compare you to all club members and the second with your personally selected group of organisations.

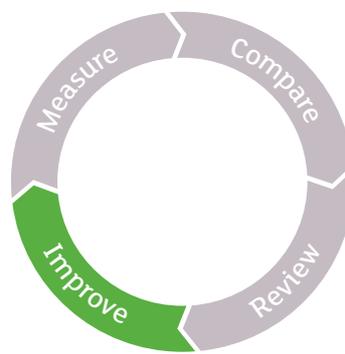
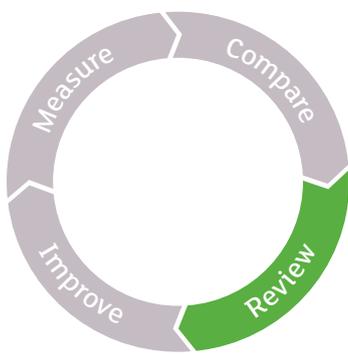
**Scrapbook:** Each club includes textual questions covering key areas of policy and practice that provide detailed insight into approaches taken by peer organisations in a clear and simple to read set of documents.

**'The benchmarking club offers members of the finance community the opportunity to compare, challenge and seek out solutions to a particularly demanding service sector. It also offers likeminded individuals opportunity to work together and realise the challenges are not unique to only one authority.'**

**Mike Scott, Cumbria County Council**

Having access to good quality information from your organisation and from your peers is only part of the cycle.

CIPFA benchmarking clubs allow you to review your processes and practices and to improve your efficiency.



## Review

**Database and Interactive Report:** A full database is available for club members, including all data and member contact details, and with this a user-friendly interactive reporting tool allowing you to recreate any of the charts from the main reports using alternative groupings so that you can carry out deeper analysis.

**Review Meetings:** At the end of the exercise, members can attend review meetings in either London, Leeds or by phone to discuss and debate the findings; you can also use this as a chance to discuss best practice and matters of mutual concern with your peers.

## Improve

You use your learning to make changes in your organisation. We can also offer additional support interpreting and utilising your benchmarking results to support organisational transformation and improvement through our expert advisory service.

CIPFA works to constantly improve the benchmarking service and so at the end of the process we assemble a steering committee, formed of experienced practitioners from the relevant service area to ensure the scope of the exercise and the questionnaire meets your needs. All our exercises are guided by you so we can collect information that will continue to help you in the delivery of your services.

So from taking part you will receive a suite of comparative reports, the full club database, an interactive reporting tool, a scrapbook of approaches and the opportunity to attend a review meeting. All within the club price!

# about the benchmarking clubs

## Social Care Clubs:

### Children's Services

- 1 Children Looked After
- 2 Adoption
- 3 Special Educational Needs
- 4 Section 251 Reports
- 5 Children's Services Summary Report

### Adult Social Care

- 6 Residential and Nursing Care
- 7 Early Intervention, New Approaches and Efficiencies
- 8 ASC-FR Reports (previously called PSS EX1 Reports)
- 9 Adult Social Care Summary Report

### Other Clubs

- 10 Public Health Reports
- 11 Financial Assessments

## Case study: Nottinghamshire County Council

### Why CIPFA?

The CIPFA benchmarking tool provides a reliable and credible source of data that can help us make informed decisions about making required efficiency savings across services for looked after children. The CIPFA tool enables us to compare our costs on a like for like basis (as far as possible) with other Councils across the country. This is particularly useful to understand the costs of statistical neighbours of Nottinghamshire County Council who are also part of the Benchmarking club.

### How did we help?

We have been part of the CIPFA Children Looked after Benchmarking club for the last two years. The data has helped us to understand our position and highlighted the need to compare data to add context to the decisions we need to make now and in the future. We know that this exercise requires a commitment of additional time and resources of operational staff and corporate support, but there is real value in the outcomes that this effort has produced.

### Outcomes and lessons learned

One important outcome was the evidence that the actions we had taken to grow our internal fostering scheme have been worthwhile and that we need to continue to strike a balance between providing a good and efficient internal fostering service and to get best value for money from placements we commission in the independent sector. It has also informed our work looking at how we could provide and commission children's residential care services in future.

Another useful element of the service was the Scrapbook feature. This allowed all those councils who were taking part to add additional narrative and valuable context to the results. It allows us to make sure we are talking about the right issues and gives us intelligence that we can use and trust. This 'soft' intelligence is just as useful as the 'hard' evidence that the financial data provides.

We have been able to present these figures to all stakeholders from senior management, to elected members and front line staff. This has helped us to generate a shared understanding across our services of the financial challenges we face and the direction of travel we are travelling in as an organisation to meet them.

# Children's Services

## 1 | Children Looked After

Aimed at finance managers, service managers and commissioners, the Children Looked After Benchmarking Club is an essential tool for authorities in managing the cost of their looked after children, the club is relied upon by half of all English authorities.

The club looks at the costs of your authority's looked after children, split by residential/foster and internal/external provision, with outputs provided on a per care home and per authority basis. To help managers further, additional cost, performance and quality information are also compared.

The report also includes a trend analysis and information on troubled families.

## 2 | Adoption (including Special Guardianships)

Aimed at adoption managers and other interested managers, the Adoption Benchmarking Club provides you with the information you need to better manage your adoption service.

The club examines the number of children going through the adoption process, how this process is managed, timescales, recruitment of potential adopters and post adoption support. It also includes information on the cost of adoption, the adoption team and financial support.

## 3 | Special Educational Needs

The Special Educational Needs Benchmarking Club focuses on two key issues. Firstly we look at how pupils with statements of SEN are being educated to provide evidence of authorities' strategies for dealing with its statemented pupils. Secondly we drill down further for the high cost external placements to help authorities provide value for money in this area.

The club examines in detail the types of provision being used for different needs, looking at age, gender and average costs. It compares your weekly cost per pupil to a "virtual" average authority allowing you to identify areas worth reviewing. It also provides comprehensive information on the cost of SEN Transport. The reports will include trend analysis.

## 4 | Section 251 Reports – Two data releases!

Our Section 251 reports give you a comprehensive analysis of the data provided in the Section 251 data set, as released by the Department for Education. It also includes key information on:

- expenditure analysed over early years, primary, secondary and special schools
- unit costs per pupil; numbers of schools, pupils and teachers
- exam results and free school meals
- expenditure on children's social care.

Unlike our standard benchmarking clubs, this analysis requires no additional workload on your part.

## 5 | Summary Report on Children's Services

This summary report will draw upon key information already provided within our clubs. It also includes activity data from the DfE Social Care returns

It is vital in identifying how your local authority is performing within Children's Services.

It will be made available free to members who take part in all children's clubs.

**'The CIPFA benchmarking club is very useful in that it provides a detailed analysis of how you are performing against all club members and your selected group. This type of information is not available through any other means and can be used to identify trends and influence policy decisions.'**

**Linda Graham, Lincolnshire County Council**

## Adult Social Care

### 6 | Residential and Nursing Care

The Residential and Nursing Care Benchmarking Club focuses on the costs and services provided to clients in residential and nursing care. The detailed information on homes and placements collected allows costs to be examined by client group, age and type of care.

The club collects data for all four client groups, with outputs provided on a per care home and per authority basis.

### 7 | Early Intervention, New Approaches and Efficiencies

This club looks at the activities undertaken by authorities to actively provide better support to clients and manage their costs. The club covers a wide range of areas, including: early intervention, transition from children's services, the structure of management teams, domiciliary care, non-traditional methods and many other topics where authorities are looking at how to provide a smarter or more efficient service.

The reports also include analysis around the Better Care Fund.

### 8 | ASC-FR Reports (previously called PSS EX1 Reports)

Our ASC-FR reports provide a comprehensive analysis of the data provided in the ASC-FR data set, as released by CIPFA and the Department of Health's HSC Information Centre and covering the new primary support reason; Physical Support, Sensory Support, Support with Memory and Cognition, Learning Disability Support and Mental Health Support.

Unlike our standard benchmarking clubs, this analysis requires no workload on your part.

## 9 | Summary Report on Adult Social Care

This summary report will draw upon key information already provided within our clubs as well as incorporating information from central government. It will provide you with a rounded perspective of how you are performing within Adult Social Care and will be made available free to members who take part in all Adult Social Care clubs.

This report will draw upon key financial and performance information from:

- CIPFA ASC- FR report (Previously called PSS ESX1)
- CIPFA Residential and Nursing care
- CIPFA Early intervention
- DH ASCOF Measure
- The Better Care Fund.

## Other Clubs

### 10 | Public Health Report

The Public Health Report was developed in 2014 following requests from local authorities from across England. Our comparative profiles will enable you to examine how your costs and performance compares across this new area of responsibility. It gives you the comparisons you need to manage all aspects of your service by examining these key areas:

- sexual health services
- NHS health check programme
- public health advice and programmes
- obesity
- physical activity
- substance misuse
- smoking and tobacco
- children 5-19 public health programmes.

Our report will draw on data already provided through existing data collections, including DCLG's Revenue Outturn and Public Health England performance data, requiring no additional workload on your part.

### 11 | Financial Assessments

Aimed at managers of the financial assessments function, the Financial Assessments Benchmarking Club has been running for more than a decade and provides the comparisons you need to manage all aspects of your service by examining these key areas:

- the cost of the assessment process
- workload measures
- staffing levels and grades
- type of staff involved in the process
- location of the staff in the organisational structure
- charging policies and methods
- collection and payment methods
- performance indicators, e.g. speed of assessment
- IT systems
- self-directed payments
- re-assessment procedures
- income recovery
- deferred payment agreements.

# social care benchmarking clubs timetable

Club	Questionnaire typically emailed	Questionnaire typical deadline	Final PDF report typically emailed
Section 251 Reports	n/a	n/a	August
Early intervention	August	September	December
Residential and Nursing Care	August	September	December
Self-Directed support	August	September	December
Children Looked After	August	October	December
Financial Assessments	August	October	December
Adoption	August	October	December
Special Educational Needs	August	October	December
Public Health Reports	n/a	n/a	December
ASC- FR Reports	n/a	n/a	December
Adult's Social Care Summary Report	n/a	n/a	January
Children's Services Summary Report	n/a	n/a	January

This timetable is subject to variation.

## Contact us

To confirm timetable dates, view example questionnaires and reports please visit our website: [www.cipfa.org/socialcarebm](http://www.cipfa.org/socialcarebm)

For more information about how CIPFA Benchmarking can help your organisation or to sign up today contact:

E: [customerservices@cipfa.org](mailto:customerservices@cipfa.org) T: 020 7543 5600

# \ we also do

## CIPFAstats

The leading independent source of comprehensive data about local government and its services. With information from over 100 years of CIPFA and Local Authority work. It provides an essential and comprehensive framework for reviewing the efficiency of locally provided services.

### What do you get?

CIPFAstats datasets and publications include financial, activity, staffing and performance information for local government, public sector and private organisation staff.

Our growing online database at [www.cipfastats.net](http://www.cipfastats.net) provides access to more than 40 years of data, across 30 service areas, as well as a range of interactive and visual tools to help analyse the information. One subscription covers every member of your organisation.

You can also keep up to date with our popular monthly e-alerts.

## Research

Call on the expertise of our Research and Analysis team. The team helps you better understand your costs, service delivery, performance and the outcomes you receive, helping you to identify areas for savings or where performance could be improved.

We help you to prioritise where change should be made, so that your services offer the best value for money possible. To find out how we can help you, email: [statistics@cipfa.org](mailto:statistics@cipfa.org)

‘It provides a very useful guide, comparison and analysis to inform management where they are doing well and not so well, so that corrective action can take place.’

Chris Upton, Norfolk County Council

‘The CIPFA benchmarking club provides useful detailed information about relative unit costs that helped to inform our review of fostering and adoption services.’

Hilary Griffiths, Luton Borough Council

## VfM Toolkit

Compare your performance with your peers originally developed by Somerset County Council; CIPFA took over running the toolkit in 2010, ensuring that the model remains within the public sector, but that the delivery burden does not fall upon local authorities.

The VfM Toolkit graphically illustrates how the costs and performance of your authority compares to its peers across a range of services.

It gives you a powerful, yet simple to understand, visualisation of all services on the same scale. At a glance, you can see how your services are performing as compared to peers across a range of comparator groups.

The tool requires no additional data collection or work from you, making use of data you’ve already provided. Most importantly, the VfM toolkit will be updated three times a year to ensure that you have the latest data available to help you with your budget planning process. If you would like to find out more, or wish to sign up, please contact: [vfmtoolkit@cipfa.org](mailto:vfmtoolkit@cipfa.org).

# we also provide...

## Corporate Services Benchmarking Clubs

Clubs are grouped into the following themes:

- Finance
- Audit and risk
- Revenues and benefits
- Staff
- Legal and democratic
- Supplies

For more information visit:

[www.cipfa.org/corporateservices](http://www.cipfa.org/corporateservices)

## Comparative profiles

- Public Library profiles
- Fire profiles
- Fees and charges profiles
- HMIC Police Service Value for Money Profiles
- Balance sheet management reports
- Accuracy of Financial Forecasting profiles

Find out more [www.cipfa.org/comparativeprofiles](http://www.cipfa.org/comparativeprofiles)

## VfM Indicators

- Communications
- Estates Management
- Finance
- Human resources
- ICT
- Legal
- Procurement

For more information visit:

[www.cipfa.org/vfmindicators](http://www.cipfa.org/vfmindicators)

## CFO insights

An online tool that delivers financial analysis against all local authority accounts. It will support informed decision-making and service model transformation.

Find out more [www.cfoinsights.co.uk](http://www.cfoinsights.co.uk)

## CIPFA stats

- VFM
- Housing
- Social care
- Education
- Libraries

Find out more [www.cipfastats.net/cipfastats/](http://www.cipfastats.net/cipfastats/)



Registered office:

77 Mansell Street, London E1 8AN

T: 020 7543 5600 F: 020 7543 5700

[www.cipfa.org](http://www.cipfa.org)

CIPFA Business Limited, the trading arm of CIPFA that provides a range of services to public sector clients. Registered in England and Wales no. 2376684

