

# Quarterly Performance Report

## Social Services for Adults (Community Services Directorate)

REPORT AUTHOR: **HEAD OF SOCIAL SERVICES FOR ADULTS**

REPORT DATE: **NOVEMBER 2012**

REPORT PERIOD: **QUARTER 2 JULY - SEPTEMBER 2012**

### Introduction

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The report is produced on a quarterly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The new approach is based on exception reporting and splits the reports into 3 distinct sections: -

1. **Foreword** – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. a new SARC identified (as agreed by CMT).
2. **Performance Summary** – This section contains an ‘at a glance’ summary of performance for the quarter against the following, in a tabular format for each: -
  - **Corporate Improvement Plan** – giving a summary of both RAG statuses for the progress and outcome.
  - **Strategic Assessment of Risks and Challenges (SARC)** – a summary of the risk RAG status at the end of the quarter
  - **Performance Indicators/ Outcome Measures** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary will show target and outturn performance with a RAG status and trend.
  - **Improvement Target Action Plan** – this section summarises whether actions to support the achievement of Improvement Targets are ‘on track’ or ‘behind schedule’.
  - **Key Actions from the Head of Service Plan (and the Annual Council Reporting Framework)** – summarises whether key actions / areas for improvement as identified in the service plan are ‘on track’ or ‘behind schedule’.
  - **Internal & External Regulatory Reports** – summarises regulatory work reported in the quarter and its outcomes and intended actions.
3. **Exception Reporting** – This section gives further detail of the emerging issues and exceptionally good or poor performance identified in Section 1 and also any exceptionally good or poorer performance identified in Section 2 e.g. items which have an amber or red RAG status or are ‘behind schedule’. The detail will include the reason for the issue / poor performance arising and what is to be done to rectify the situation.

## 1. Foreword

This report has been prepared by Alwyn Jones, Head of Social Services for Adults.

In the first quarter for 2012/13 we have continued to work hard to achieve our efficiency targets and have met the £1.2m efficiency savings for 12/13.

As part of Transforming Social Services for Adults (TSSA), staff are moving into the new team structure and this is likely to have a positive impact on demand management in the medium term. An update on TSSA is provided as an appendix to this report.

Positive progress has been made in this Quarter in the number of people managing their own care by a direct payment, reflecting this Service's ambition to enable people to remain independent and manage their own support. Positive movement has been made in managing the risks for vulnerable people.

We acknowledge the challenges associated with minor adaptation and Disabled Facilities Grant (DFG) waits. Working with our partners in Housing, we are progressing work to assess the level of demand in these services, and will be exploring options for managing this and delivering sustainable improvements against these targets.

Report highlights for this quarter are the following items:

<b>Focus on reablement</b>	<p>We continue to increase the numbers of people going through the reablement service and this increases the number of people that are able to remain independent in their own homes.</p> <p>Definition - Reablement is an intense, short term approach to social care where individuals are supported to gain or regain the skills and confidence to live as independently as possible. This service is provided through our multi disciplinary reablement and community support teams.</p>
<b>Disabled Facilities Grants (DFG's) for Adults</b>	<p>54 DFGs were completed this Quarter, compared with 61 in Quarter 1, with a slightly longer average completion time.</p> <p>As Occupational Therapy Services move to locality working, new systems are being developed that will contribute to stream lining existing processes.</p>
<b>Extra Care</b>	<p>An Executive Members visit to the site is planned for October. The build project is going well, and we have every reason to believe that the facility will open in July 2013. We are considering options to progress further extra care facilities.</p>
<b>Performance</b>	<p>Performance management reporting and QA systems are now embedded into management processes with the establishment of both Social Services for Adults Management Team (SSAMT) and Social Services for Children Management Team (SSCMT) performance meetings, and quarterly strategic monitoring forum chaired by the Director. Meetings have been in place for 6 months.</p> <p>Quarterly performance reports to Health &amp; Social Care Overview and Scrutiny committee include complaints, audits &amp;</p>

	inspections and case file audits.
<b>Budget Monitoring</b>	Financially we are well on our way to addressing the £1.2 million budget efficiencies that came out of our budget on the 1 <sup>st</sup> April, and I am grateful to all our staff for their sterling work in supporting the changes that needed to take place to make this happen. We cannot however, lose focus on this and need to be mindful that we need to continue to provide services for a greater number of people within a clear definitive envelope of resources.
<b>Complaints Handling</b>	<p>59 compliments about services were received during the Quarter.</p> <p>18 new complaints were received. Of these:</p> <ul style="list-style-type: none"> <li>• 14 were complaints were made at Stage 1.</li> <li>• 1 complaint progressed straight to Stage 2.</li> <li>• 1 complaint went straight to Ombudsman.</li> <li>• 1 complaint is to be investigated as per POVA procedures.</li> <li>• 1 complaint was withdrawn but a review visit is planned for November as a follow up.</li> </ul> <p>There were no Stage 1 complaints carried forward from the previous quarter as they were all responded to in that quarter. One Stage 2 complaint was carried forward from the previous quarter and responded to in this quarter.</p> <p>88% of complaints were responded to within timescale. This reflects the positive effort the Department puts into responding to complaints promptly.</p>
<b>File Audit Reporting</b>	155 file audits have been carried out in the period; 59 in Care Management and 96 in Day Opportunities. From the small sample of file audits, assessments were generally found to be timely and comprehensive, and the outcomes the service user wanted were recorded.
<b>Mental Health Measure</b>	<p>Implementation of Part 1 of the Measure progresses, through the refocussing of our First Access Team into the Primary Care Mental Health Service - delivering mental health assessments and short term interventions as well as guiding and supporting GP's and primary care staff in the management and signposting of people with mild or moderate mental health problems.</p> <p>The implementation of Part 2 of the Measure has included a range of training programmes for all staff and the redesign of documentation for Tier 2 services.</p>
<b>Integrated Family Support Services</b>	Two meetings have been convened by the North Wales Heads of Children's Services to discuss the rollout across North Wales, and a further workshop expanding the group

	membership to finalise these discussions is scheduled for 26 November.
<b>Care &amp; Social Services Inspectorate Wales Inspection</b>	Our Annual Performance Report for Social Services (ACRF) received a positive response from CSSIW, and this was followed up with a visit from the Inspectors to discuss future plans. A few areas for improvement were identified, and progress on these will be reported in Q3 in Section 2.4 of this report.
<b>Awards and qualifications</b>	<p>The 10th Annual Community Services Awards ceremony was held on the 14th September, where 94 members of Social Services for Adults staff received recognition for their academic achievement during the past 12 months. These qualifications ranged from Level 2 qualifications in Health and Social Care to BSC 1st Class Hons degrees.</p> <p>In addition, to this, 27 members of staff from the Independent Sector were also awarded and 24 from Social Services for Children.</p>
<b>Overall Context</b>	In quarter 2 there were 1507 referrals to Social Services for Adults for assessments of which 476 (32%) referrals were for occupational therapy.

## 2. Performance Summary

### Improvement Plan Monitoring





The table below summarises the Progress and Outcome RAG status' for each of the secondary improvement priorities for the current quarter. A RAG status of 'R' or 'A' is discussed in more detail in section 3.

**Progress RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Limited Progress</b> - delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

**Outcome RAG** – Complete the RAG status using the following key: -




<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
<b>5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups</b>				
5.5 Implement the Integrated Family Support Services initiative (Jointly led with Carol Salmon)	June 2013			Progress is on track but target date changed to reflect WG arrangements for implementation.
<b>7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services</b>				
7.1 Transform Social Services for Adults to promote independence and build community capacity	March 2013			

## 2.2 SARC

The table below summarises the position of SARCs at the end of the reporting period.





### KEY

	<b>High Risk</b>
	<b>Medium Risk</b>
	<b>Low Risk</b>

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

### Strategic Assessment of Risks and Challenges (SARC)

SARC	Previous RAG Status	Current RAG Status	Green Predictive
<b>CL05 Demographic Factors</b> Demographic factors showing increased numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.			TBC
<b>CD 26 – DISABLED FACILITIES GRANTS –</b> DFG's require improved process time to meet customer needs.			March 2013

## 2.3.1 Performance Indicators / Outcome Measures

### Performance Indicators and Outcome Measures

#### Key



<b>R</b>	Target missed
<b>A</b>	Target missed but within an acceptable level
<b>G</b>	Target achieved or exceeded

The status of the indicators are summarised for quarter 1 below:



Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (\*) indicates that the indicator is an *improvement* target.

Community Support Services						
Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Improved / Downturned
<b>SCA/018c*</b> The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	60%	81%	60%	68%		Downturned
<b>SCA/019*</b> The percentage of adult protection referrals completed where the risk has been managed	86%	<b>88.72% (annual outturn 2011 / 2012)</b>	86%	<b>88.9% (mid year)</b>		Improved
<b>PSR/006L*</b> The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used. **	Not Set	29 days	Not Set	<b>37 days</b>	N/A	Downturned
** Note - This Improvement Target uses a new local definition hence a baseline will be established this year.						

<p><b>PSR/009b*</b> The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults</p>	400 days	393 days	400 days	422 days		Downturned
<p><b>IA1.1L4*</b> Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support</p>	170	211	170	232		Improved

### 2.3.2 Improvement Target Action Plan

Key - ✓ on track, \* behind schedule, C completed

Ref	Action & Planned Completion date	Progress
*SCA/018c	All actions complete and out turn remains above both Wales Average and our own target	✓
*IA1.1L4	All actions in place to promote the use of Direct Payments. The numbers are increasing and target achieved	✓
*PSR/006	1.Applied revised mechanism for collecting data as agreed at target setting workshop	✓
	2.Work with Care & Repair to transfer work from private sector to voluntary sector has been achieved. Further work required to improve efficiency aspects of the partnership.	
	3.Additional resources identified through budget pressures will come into play in quarter 3	
	4.Continue to progress performance through Disabled Facilities Grant operational performance group and strengthen this arrangement during the transition to localities	
	5. Members briefing has taken place.	
*PSR/009b	1. Continue to progress improvements and performance, through Disabled Facilities Grant operations performance group, and strengthen this arrangement during the transition to localities.	✓
	2. Implement OT DFG data spreadsheet to monitor, track and review DFG cases more robustly.	
	3. Housing IT systems now installed within OT service to allow OT staff to monitor progress.	
	4. OT has been recruited within Housing as a pilot initiative	
	5. Implement changes to service as identified in the TSSA action plan (and the Lean Review)	

### 2.4 Key Actions from Service Plan Monitoring

The following table shows the progress made against key areas of improvement/actions identified in the Planning service plan. A \* indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Key - ✓ on track, \* behind schedule, C completed

Improvement Area	Progress	Commentary
Focus on Reablement	✓	
Transport	✓	
Localities	✓	
Transition service	✓	
Review Balance of care and intelligent commissioning	✓	
Mental Health Support Services	✓	
Minor Adaptations Service	✓	



Social Enterprise – begin negotiations and scope opportunities by December 2012	✓	
Citizen Directed Support /Direct Payments	✓	
LD Work Opportunities	✓	
Performance Management	✓	
Supporting Families with complex needs	✓	
Ensure our safeguarding service remains fit for purpose	✓	
Mental Health Measure	✓	
Extra Care Strategy	✓	

### Key Actions from Annual Council Reporting Framework (ACRF) not identified in Head of Service Plan

Key Priorities	Progress	Commentary
Increase the number of carers and young carers we identify and support.	✓	
Review workforce absence and set targets for reduction	✓	

## 2.5 Internal & External Regulatory Reports

Our Annual Performance Report for Social Services (ACRF) received a positive response from CSSIW, and this was followed up with a visit from the Inspectors to discuss future plans. A few areas for improvement were identified, and progress on these will be reported in Q3 in Section 2.4 of this report.

## 3. Exception Reporting

The following indicators have a RAG of either red or amber when the annual performance is compared against the annual improvement target. A detailed commentary is provided on each indicator below.



Downturned

**SCA/018c\***The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service



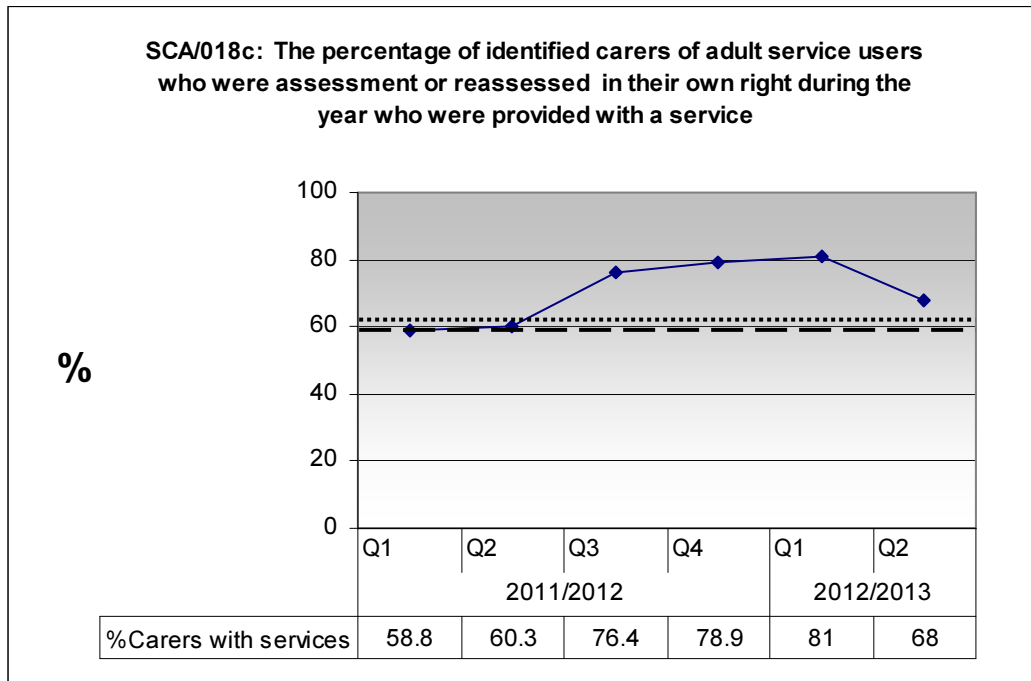
Downturned

**PSR/006L\***The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used. \*\*



**PSR/009b\***  
The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults.

**SCA/018c\*The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.**



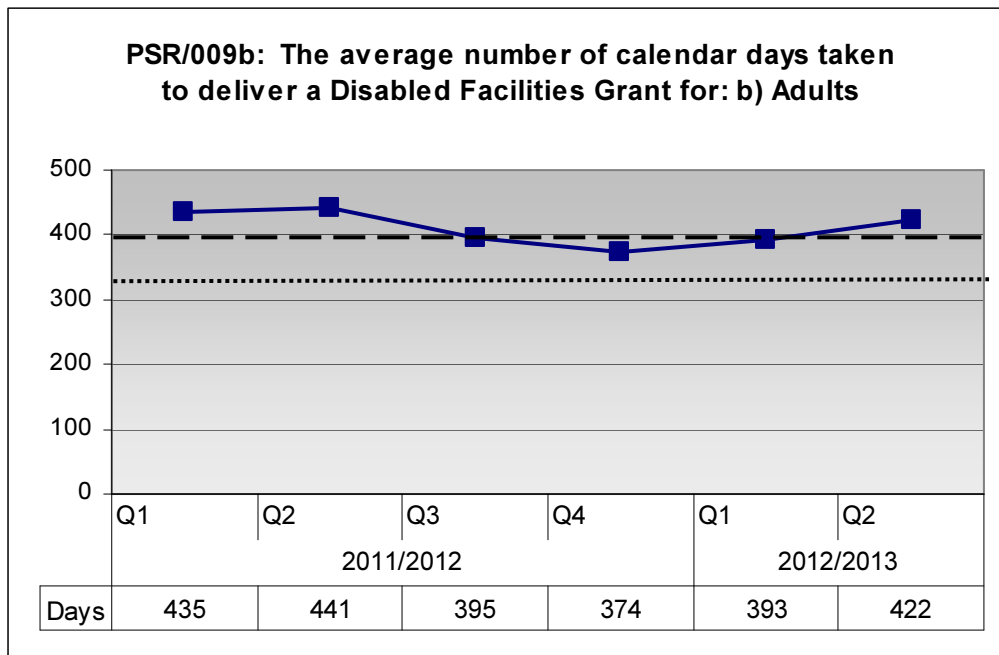
Flintshire target 2012/2013 **60%**      - - - - -  
 All Wales average 2011/2012 **61.6%**      ··········

Although the provision of services to carers is still above the improvement target, it has downturned since last Quarter. We have new arrangements in place with NEWCIS around the collection and recording of data, and remain confident of continued achievement of the improvement target. Small changes in achievement can be expected between quarters as carers identified require different support depending on their circumstances.

**PSR/006L\*The average number of calendar days taken to deliver low cost adaptation works (under 500 days) in private dwellings where the Disabled Facilities Grant process is not used.**

The time taken to deliver minor adaptations has increased from 29 to 37 days. We are completing more, but these are taking longer to complete. This is not unusual in the summer months, because people are more likely to ask for minor adaptations to enable them to get out and about from their homes. We will continue to monitor this over the second half of the year. We have also been preparing to take forward a Man & Van pilot with Bushmede, which should have a positive impact on the delivery of minor adaptations.

**PSR/009b\* The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults.**



Flintshire target 2012/2013    **400 days**    - - - - -  
 All Wales average 2011/2012    **322 days**    ··········

The average number of days for delivering a DFG for Adults has risen from 393 to 422. This outturn is a direct result of the reduction in locum expenditure over the course of the last 15 months, consistent with the changes in staffing resulting from Transforming Social Services for Adults. Steps to address this improvement target will be taken over the course of the next six months. A budget pressure has been submitted for 2013/14 to increase the capacity in the Occupational Therapy team in the longterm.

## Transforming Social Services for Adults (TSSA) - October 2012

### 1. Overall Progress

A comprehensive redesign of adult social care operational teams has successfully been undertaken. The changes and improvements made have been done without the need for redundancies and with a saving of £1.2 million made in ongoing costs.

Jobs at a senior grade (Team Manager and above) have all been through the Job Evaluation process in the initial phase of the programme and those at lower grades are all currently going through this process.

A core focus of the programme has been the ongoing development of technology to support agile and mobile working. This includes the development of programmes which allow for the input of assessments on hand held devices, which will transmit information back to Flintshire's Paris system as staff go about their work. Policies and procedures are currently being reviewed to ensure they are fit to support this.

The overall TSSA programme has been subject to a High Level Lean Review, and the recommendations have been incorporated into service development plans.

### 2. Workstream Updates

#### Focus on Reablement

The Reablement and First Contact (Duty) teams are now fully established with the Reablement model embedded across Social Services for Adults. Streamlined processes are in place to support provision of assistive technology equipment.

Recent statistics (Sept 2012) show that Reablement are taking over 70% of new referrals from Older People and 20% of all Social Service for Adults activity. This figure continues to increase.

The Home Care Domiciliary Team has been remodelled and is now called the Community Support Service focussing on those who require specialist support in accordance with the Reablement ethos.

A review of all public information to reflect service redesign and the reablement ethos has been completed consistent with this altered focus.

#### Transport

Transport Policy implemented, all transport assessments completed.  
See separate scrutiny report for detail in this area.

#### Localities

Previous Social Work and Occupational Therapy teams have been disbanded and re-assimilated into "virtual" Locality Teams established within County Hall in preparation for moves to locality bases alongside Health Service colleagues.

To support mobile working a trial of new agile working technology commences during November 2012.

Discussion is underway with health colleagues to progress the co-location of social care and health staff within local communities.

### **Transition**

The Transitions Team are now fully operational with staff appointed to the team from Social Services for Children and Social Services for Adults. The team are work with young disabled people from age 16 – 24.

All staff have been trained in Child and Adult Protection procedures.

### **Balance of Care**

The department are working closely with the Regional Hub to obtain best value high cost low volume placements.

Outcome focussed monitoring tools have been developed and the development of commissioning plans is well underway reflecting Welsh Government guidance and best practice.

### **Mental Health Support Services**

An options appraisal of Mental Health Support Services has been completed and submitted to Social Services for Adults Management Teams, Human Resources and Unions.

### **Small Aids and Adaptations**

A pilot “man in a van” programme is underway as part of an options appraisal of the commissioning of small aids & adaptations. This aims to support the achievement of budget efficiencies.

A self assessment for aids and adaptations project has been scoped. Our intention is to trial this in early 13.

An action plan to address the Occupational Therapy waiting list has been developed and remains under review.

### **Social Enterprise**

A Social Enterprise consultant has undertaken a viability study on selected Mental Health support services. Proposals to progress the model will be taken for approval to the Social Services for Adults Management Team in November.

Further options to progress the model are being considered within Learning Disability and across the directorate.

### **Citizen Directed Support and Direct Payments**

A Citizen Directed Support pilot in Disability Services has been completed and recommendations for a wider roll out submitted. The lessons learned will be applied in Older Peoples Service to increase uptake in this area.

### **Learning Disability Day & Work Opportunities**

The core purpose of Learning Disability Day Services has been clarified and work is underway to consolidate staffing structures. Job Evaluation Questionnaires have been completed for phase 1 of service redesign, with staffing structures realigned and staff assimilated into new teams.

### **Performance Management**

Performance Management data collection has greatly improved and Paris Reports are now available to managers to run as required. This information is used on an operational basis to manage overall workload and performance of teams.

Head of Service quarterly performance forums in place. The performance information presented is based on performance in the core areas of reablement and recovery.

Recent electronic file audits have shown positive results.

### **Supporting Families with Complex Needs**

Funding has been made available through the Revenue Support Grant to develop an Integrated Family Support team. A joint team across Flintshire and Wrexham is expected to be in place by April 2013.

### **Safeguarding**

A Safeguarding Unit has now been agreed and appointments to core posts are now underway. Work is underway to support improvements in the way risks are managed in the event of Safeguarding cases, and to embed data collection within the overall safeguarding process

### **Mental Health Measure**

A Mental Health Measure Action Plan has been agreed with Health colleagues to address national recommendations.

### **Extra Care Strategy**

As part of the programme an Extra Care strategy has been completed. Consistent with our aims a second Extra Care scheme (including dementia apartments) is currently under construction in Mold, and will be complete by July 2013.

Consideration of options for further schemes is underway.

Further specialist builds for service users with a learning disability have been identified in the Strategic Housing Plan 2012 / 13.

### **Support to Infrastructure**

An I.T. Development Plan has been completed and a move towards agile working and electronic document management is well underway. It is expected that operational teams will be able to work flexibly in the community using electronic tablets within 6 months

### **3. Risk to completion of TSSA**

Two Critical Risks to the delivery of the entire programme exist namely:-

- Availability of project team / staff capacity required across the Local Authority to complete Phase 2 TSSA i.e. from HR and JEQ Teams;
- Availability of shared accommodation with Health partners in all localities.

These remain well managed at present but require ongoing monitoring.

All other risks are categorised as moderate or minor and are currently well managed.