

Quarterly Performance Report

Social Services for Adults (Community Services Directorate)

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

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REPORT PERIOD: **QUARTER 3 OCTOBER - DECEMBER 2012**

Introduction

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 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 third quarter for 2012/13 we have continued to work hard to achieve our efficiency targets.

Positive progress has been made in reducing the length of time to completion of Disabled Facilities Grants (DFG). This is a result of internal allocation processes and some externally commissioned support. We continue to recognise that further work in sustaining DFG performance will remain a challenge but with the locality team structure in place, and a number of actions in place to address referrals at the earliest opportunity we aim to sustain improved performance in the long term.

Report highlights for this quarter are the following items:

Focus on reablement	<p>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.</p> <p>A further update is provided in the appendix to this report.</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>
Disabled Facilities Grants (DFG's) for Adults	<p>The average completion time has exceeded the 2012/2013 target and fallen to 340 days.</p> <p>As Occupational Therapy Services move to locality working, new systems are being developed that will contribute to streamlining existing processes.</p>
Extra Care	<p>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 completed during the summer 2013. An Elected Member visit took place in October 2012 to view progress on the site. Work is progressing on models of service delivery and operational procedures.</p> <p>Consideration of options for further extra care schemes is underway.</p> <p>Further specialist builds for service users with a learning disability and a physical disability have been identified in the Strategic Housing Plan 2012 / 13. An Accommodation Panel meets regularly in Learning Disability Services and includes representation from Housing Services.</p>
Performance	<p>Performance highlights this Quarter include the reduction in the time taken to complete both Disabled Facilities Grants for adults, and minor adaptations. Numbers on the waiting list for</p>

	<p>an Occupational Therapy assessment has reduced, as has the longest waiting time. We have also improved our performance in delivering services to adult carers.</p>
Budget Monitoring	<p>Financially we continue to achieve the £1.2 million budget efficiencies that came out of our budget on the 1st April, and are already considering budget savings for 2013/14.</p>
Complaints Handling	<p>8 new complaints were received during the third quarter of the year. Of these 8 complaints received:</p> <ul style="list-style-type: none"> o 7 were responded to at Stage 1 o 1 complaint was made late into the quarter and will be reported in the next quarter o 6 of the 7 complaints responded to (85%) were done so within the statutory ten day timescale o 1 of the complainants remained dissatisfied and their complaint has progressed to Stage 2 <p>No Stage 1 complaints were carried forward from the previous quarter.</p> <p>A significant effort has been made this quarter by managers to meet the lessons learned action plan. Of the 38 tasks outstanding from the previous quarter, only 3 tasks remain. It is expected these too will be completed by the next quarter.</p> <p>29 compliments about services were also received this quarter.</p>
Mental Health Measure	<p>A Mental Health Measure Action Plan has been agreed with Health colleagues to address national recommendations and is being progressed and monitored.</p>
Carers Strategies (Wales) Measure	<p>The Welsh Government have signed off the North Wales Carers Information and Consultation Strategy.</p>
Integrated Family Support Services	<p>Funding has been made available through the Revenue Support Grant to develop the Integrated Family Support team. A joint team across Flintshire and Wrexham is expected to be in place by April 2013 with Flintshire now taking the lead.</p>
Overall Context	<p>In quarter 3 there were 1318 referrals to Adult Social Services for assessments, of which 324 (25%) referrals were for occupational therapy. This does not include requests for re-assessment or transfers between Adult Social Services teams.</p>

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: -

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

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

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

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups				
5.5 Implement the Integrated Family Support Services initiative (Jointly led with Carol Salmon)	June 2013			
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty				
6.13 Develop an outline Master Plan for Social Enterprise and Co-Operatives in Flintshire	TBC			
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services				
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

R	High Risk
A	Medium Risk
G	Low Risk

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
CL05 Demographic Factors 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
CD 26 – DISABLED FACILITIES GRANTS – 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

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

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

 0
  0
  3

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
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	60%	68%	60%	72%		Improved
SCA/019* The percentage of adult protection referrals completed where the risk has been managed	86%	88.9% (mid year)	86%	N/A	N/A	Next report March 2013
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. **	Not Set	37 days	Not Set	33 days	N/A	Improved
<i>** Note - This Improvement Target uses a new local definition hence a baseline will be established this year.</i>						
PSR/009b* The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	400 days	422 days	400 days	387 days		Improved
IA1.1L4* Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	170	232	170	205		Downturned (see section 3.2)

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	C	
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	✓	

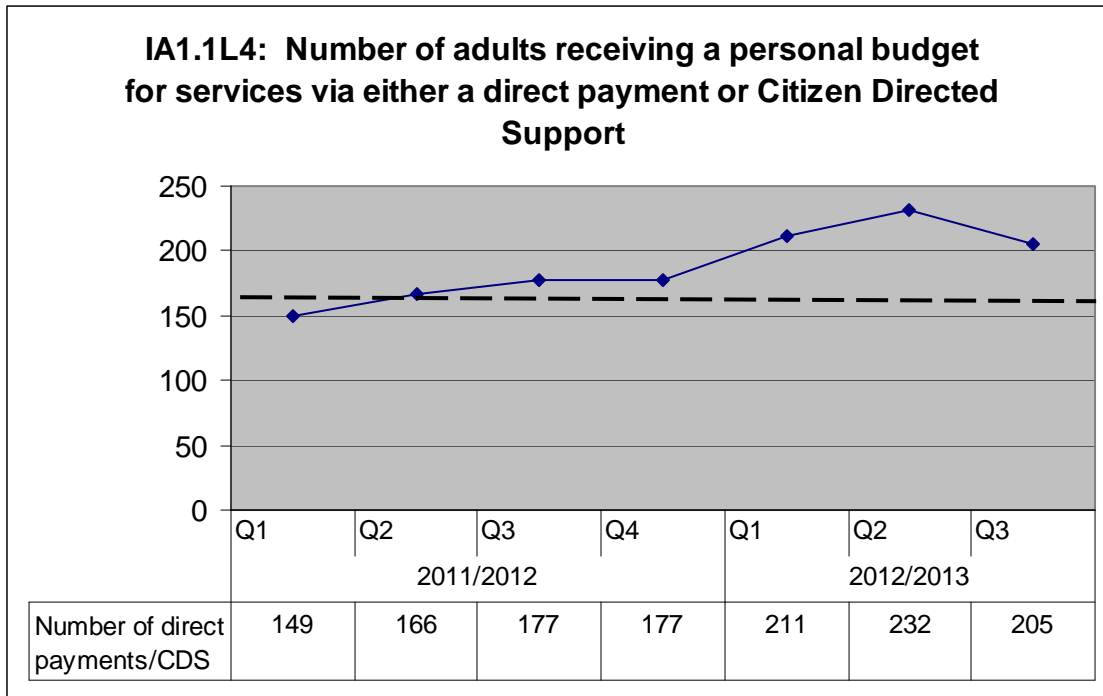
2.5 Internal & External Regulatory Reports

Progress on the areas identified for improvement in the Annual Council Performance Evaluation (ACRF) are reported in Section 2.4 of this report.

Woodlea Residential Home was inspected and received a positive 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.



Flintshire target 2012/2013 170 - - - - -

The number of adults receiving a personal budget for services via either a Direct Payment or Citizen Directed Support (CDS) continues to exceed the improvement target. The number has downturned slightly since last quarter but this can be attributed to normal variation in the performance indicator over time.

An update on CDS and Direct Payments is included in the appendix to this report.

Transforming Social Services for Adults (TSSA) - February 2013

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.

The Community Support Service continues to focus on those who require specialist support in accordance with the Reablement ethos including those in Extra care. Feedback continues to be excellent and we are already seeing many people regain their independence with confidence.

Public information is being updated to reflect service redesign and ethos, with our First Contact telephone number changed to an easier number to remember, 01352 702000, complimenting that for Social Services for Children's Duty Number.

A self assessment for aids and adaptations project is being developed taking into account comments made by carers organisations. The emphasis is on increasing empowerment and independence. We intend a short trial from April 2013, following which an evaluation will take place.

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.

Discussion is underway with health colleagues to progress the co-location of social care and health staff within local communities. Staff have adopted agile working practices and make use of facilities in the Flintshire Connects Hub in Holywell.

Work processes are being explored with I.T. to gain an understanding of the technology required to support those processes.

Transition

This joint objective with Social Services for Children was initially project led jointly by SSC & SSA. The Service Manager Disability Services now leads this project. The Team is operational and fully staffed and cases have been transferred from CIDS. A project work plan is in place. Staff have recently had LAC training from Bruce Thornton and training on the Unified Assessment.

The annual Transition Information event is being planned for April 16 and will be an opportunity to seek feedback from service users on the new team.

Balance of Care

The department continues to work 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.

In order to learn the lessons from our experience of undertaking the Learning Disability Commissioning plan, our timeframe for completing all commissioning plans by April 2013 has been reviewed and extended. Work has commenced on the Mental Health specification for residential placements. The next plan to be worked on will be for Older People Services.

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. The agreed model will ensure we have a workforce structure that will be 'fit for purpose' to deliver a recovery approach. All JEQs have been submitted and we are awaiting a response from the JEQ team.

Small Aids and Adaptations

The pilot "person in a van" programme has been completed as part of the options appraisal of the commissioning of small aids & adaptations. The results of this project will be being evaluated to help shape how we assess and commission services going forward.

There has been a significant reduction in the Occupational Therapy waiting list for assessment.

Social Enterprise

An options paper has been discussed by Social Services for Adults Senior Management Team and a paper is being prepared for the Directorate Management Team.

Citizen Directed Support (CDS) and Direct Payments

A Citizen Directed Support pilot in Disability Services has been completed and recommendations for a wider roll out submitted. Lessons learned are being applied in

Older Peoples Service to increase uptake in this area increasing options in meeting needs (currently 15% of all Direct Payments and CDS).

In addition the Transition Team have been identified to take forward personalised approaches to care provision for young people moving from Children's to Adult services.

Learning Disability Day & Work Opportunities

An agreed action plan defines specific objectives and work against these is on target. Local Performance Indicators are being developed. Feedback on Job Evaluation Questionnaires is being processed prior to submission to Panel.

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 are established. 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 with Flintshire now taking the lead.

Safeguarding

Processes for the new Safeguarding Unit have been drafted and circulated for consultation. New arrangements are due to start on 1st March 2013.

Mental Health Measure

A Mental Health Measure Action Plan has been agreed with Health colleagues to address national recommendations and is being progressed and monitored.

Extra Care Strategy

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 completed during the summer 2013. An Elected Member visit took place in October 2012 to view progress on the site. Work is progressing on models of service delivery and operational procedures.

Consideration of options for further extra care schemes is underway.

Further specialist builds for service users with a learning disability and a physical disability have been identified in the Strategic Housing Plan 2012 / 13. An Accommodation Panel meets regularly in Learning Disability Services and includes representation from Housing Services.

Support to Infrastructure

An I.T. Development Plan has been completed and a move towards mobile 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

One Critical Risk to the delivery of the entire programme exists namely:-

- 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.