

SUBJECT: Performance report 2017/18 - well-being objectives & national performance measures

MEETING: Adults Select Committee

DATE: 10th July 2018

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

1.1 To present the 2017/18 performance information under the remit of Adults Select Committee, this includes:

- Reporting back on how well we did against the well-being objectives which the previous Council set for 2017/18 (appendix 2);
- 2017/18 performance information on how we performed against a range of nationally set measures used by all councils in Wales (appendix 3).

2. RECOMMENDATIONS

2.1 Members are invited to scrutinise how well the authority performed against the objectives it set for the previous financial year and scrutinise performance measured using nationally set indicators that fall within the remit of the committee.

3. KEY ISSUES

3.1 The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* - into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. This is shown at appendix 1. Further information on the council's performance framework is available on the hub.

3.2 The information contained within the report, in many cases will cover the performance of service areas already scrutinised as part of the Select Committee's work programme. The purpose of bringing the information together is to allow Select Committee to understand performance in the context of the strategic plan or performance framework within which it is set. Committee members are encouraged to utilise their time appropriately in consideration of the scrutiny the committee has already undertaken in service areas and has planned on the committee's work programme. The report may identify further areas of scrutiny that committee may want to consider for inclusion on the forward work programme. Activity that contributes to the delivery of some objectives cross cuts select committee remits. Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.

3.3 In March 2017 full Council set Monmouthshire County Council's well-being objectives for 2017/18. These objectives were set just prior to local government elections in May 2017, in order to meet the legislative requirement of approving and publishing Wellbeing Objectives by 31st March 2017. Given the timing of the publication the latest available evidence from the Monmouthshire well-being assessment, as well as policy and legislation was used to set the Objectives.

- 3.4 The approval of the Corporate Plan 'A Monmouthshire that works for everyone' which sets five priority goals the Council will be working towards by 2022 supersedes the Council's well-being objectives set in March 2017. Despite these objectives being superseded by the Corporate Plan it is important, and we have a duty, to report back on the progress we made in 2017/18 against the well-being objective set in March 2017. The report in appendix 2 provides the progress with the objective that is under the remit of the select committee. This includes progress against areas of work related to the objective, an understanding of key performance information and future activity the Council has agreed as part of the Corporate Plan. As well as being presented to select committees the objectives will be included alongside a fuller evaluation of the Council's performance in 2017/18 that will be reported to Council in September 2018 and published by October 2018.
- 3.5 Performance data and information is essential to our performance framework to track and evaluate the progress being made. One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Cymru. Appendix 3 shows the performance in 2017/18 for the performance indicators that are part of this framework and are under the committee's remit. Benchmarking data compared to other Councils in Wales will be published in August 2018 and will be made available to members as part of the report mentioned in paragraph 3.4.
- 3.6 Appendix 4 provides performance information for Adults social services from 2017/18. This comprises of performance indicators from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a combination of quantitative (numerical) data and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being. This is provided for the information of the committee and has already been scrutinised by the committee as part of the Improving Outcomes, Improving Lives Director of Social Services Annual Report which was reported to a Joint Adults & Children's Select Committee meeting in June 2018. Some of these indicators are also included the 'Public Accountability Measures' set referenced in point 3.5.
- 3.7 Future performance reporting will be based around monitoring and evaluating progress against the actions set in the Corporate Plan. It is important to consider the information in this report supported by a range of performance information that is part of our performance framework and performance reports that select committees receive and can request as part of their work programme.

4. REASONS:

- 4.1 To ensure that members have an understanding of Council performance in 2017/18 and can scrutinise how well the authority performed.

5. AUTHOR:

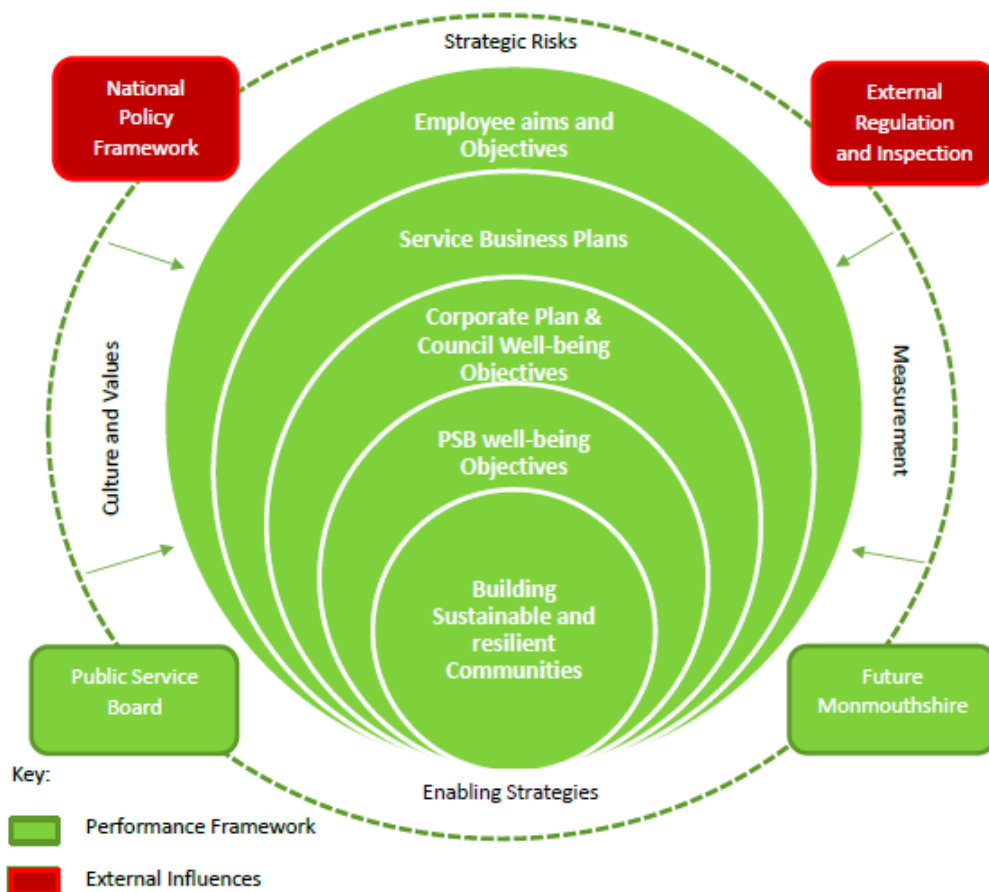
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Appendix 1: Performance Management Framework

Our performance management framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Appendix 2 – Wellbeing Objective 2017/18

Wellbeing Objective 2: Maximise the potential in our communities to improve well-being for people throughout their life course

Why we chose this?

Monmouthshire has an ageing population with the number of over 85s set to increase by 186% in the next 25 years. This creates challenges but also brings many opportunities. Public services cannot continue to meet needs in the same way yet Monmouthshire has high levels of volunteering and social capital. By taking an asset and place based approach there is an opportunity to improve well-being within communities while reducing the future demand on public services by keeping people well for longer.

Overview

Adult social services have embarked upon a programme looking at a transformational approach to the delivery of care at home in a review called 'Turning the World Upside Down'. The review has followed a creative, co-produced approach and has proposed a new model for the provision of care at home that is being finalised for a decision on whether to be adopted.

The A County That Serves (ACTS) volunteering programme, has continued to help highlight and support volunteering opportunities available within the county. The 'Be. Community Programme' has provided a suite of training and personal development opportunities at low or no cost to people who give their own time to support their communities. The Academy allows individuals to develop their personal skill sets whilst also enhancing the quality of community leadership. A community governance review has been completed and identified the need to consider new arrangements for area committees with Bryn y Cwm Area Committee subsequently being identified as a pilot. The review also led the Council to establish a Partnership and Community Development Team. The objectives of the Team are to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals.

What progress have we made?

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| <p>Transformation of adult social care</p> | <p>Domiciliary care or care at home is the single largest area of care and support which Monmouthshire County Council offers. In 2016/17 the total gross spend across older adults social services was £20million; a significant proportion (33%) of this was spent on care at home for older people. There is a growing acknowledgement across the sector that the traditional model of time allocated slots to provide personal care tasks is broken.</p> <p>Adult social services have embarked upon a programme looking at a transformational approach to the delivery of care at home in a review called 'Turning the World Upside Down'. The review has followed a creative, co-produced approach and has proposed a new model for the provision of care at home that is being finalised for a decision on whether to be adopted. The proposed model has given consideration to the Council's responsibility under the Social Services and Well-being Act and Future Generations Act and moves away from an approach which is focused merely on time-and-task of personal care support. It seeks to support people in a sustainable way to achieve personal outcomes which may include pursuing social, recreational and cultural interests. This should facilitate people to build upon their strengths and lead to improved personal outcomes for the people supported to achieve what matters to them and maximise their sense of well-being. The model also develops a very different relationship between commissioners and providers of services; working towards a shared aspiration of better outcomes for individuals.</p> |
| <p>A County That Serves volunteering programme;</p> | <p>Monmouthshire, A County That Serves (ACTS) is a Council run volunteering programme, created to help highlight and support volunteering opportunities available within the county.</p> <p>A Digital Volunteer Management System, the Volunteer Kinetic platform, has been implemented for volunteer safe recruitment, communication, capturing outcomes and publicity of opportunities. This represents a channel shift and a cultural change in the way we support volunteers in Monmouthshire. Volunteer Kinetic will improve the volunteering experience and also enhance the communication with our volunteers. It is also being rolled out across Wales by Wales Council for Voluntary Action (WCVA) so our system is aligned with the national volunteering picture. Volunteer Kinetic now captures the hours that our volunteers give.</p> <p>In November 2017 we implemented a new proportionate and enabling volunteering policy position. We believe recognition means different things for our volunteers. Each year we partner with Gwent Association of Voluntary Organisations to deliver the Monmouthshire Volunteer Achievement Awards. Also on a local level we provide informal recognition and thank you events for our volunteers.</p> |
| <p>Developing a community leadership academy</p> | <p>Funded through the Rural Development Plan, the 'Be. Community Programme' (formerly the Community Leadership Academy) is designed to increase the participation and quality of community leadership. The programme provides a suite of training and personal development opportunities at low or no cost to people who give their own time to support their communities. The Academy has the dual benefit of allowing individuals to develop their personal skill sets (with</p> |

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| | <p>associated benefits for employment and the local economy), whilst also bringing about benefits for the wider community by enhancing the quality of community leadership.</p> <p>Progress to date include:</p> <ul style="list-style-type: none"> - Partnering with Bridges Community Centre who are sharing their skills by delivering Inspiring Evaluation training. - A community volunteer with extensive experience in Health and Safety has kindly developed a course for volunteers leading groups, dispelling the myths and adopting a practical approach to risk management. Another community volunteer has offered to share their skills, knowledge and experience in using social media. The course and associated information is targeted at volunteers looking to develop skills in marketing and community engagement. - Working to link like-minded volunteers with others to increase networks, for example one area of success has been local promotion of events. By linking new ambitious groups with established and experienced individuals benefits have been evidenced on both sides. - A focus on courses for volunteers around wellbeing, these have been well attended and been tried in new geographical areas. - A promotion campaign through the council tax leaflet, which went out to 44,000 homes, to promote the programme and opportunities to get involved in the community. - 87 people have accessed the online learning section of the programme, we will look to increase the content and publicity as feedback has been positive. <p>We are currently planning a bespoke support package for volunteer groups exploring Community Asset Transfers and relationships with private sector organisations. We are planning this with community leaders, our colleagues in GAVO and using learning from other areas. This will be piloted in the coming months.</p> |
| <p>Developing clearer support for groups interested in developing local solutions</p> | <p>The review of community governance established the need to understand the Authority's level and type of community engagement and its direct relationship to how local needs and solutions are identified, developed and delivered in the context of the role of local decision making by Area Committees. The review led to the decision to merge the previous Whole Place and Strategic Partnership Teams into a single Partnership and Community Development Team. This ensures alignment between strategic intent and the work that the council does with local groups to enable a focus on building sustainable and resilient communities.</p> <p>The objectives of the Community and Partnership Development Team are to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, the team will identify opportunities to improve well-being within our communities to reduce demand on the county's public services by keeping people well for longer. In addition, through the Council's Social Justice Strategy, specific activities will target pockets of</p> |

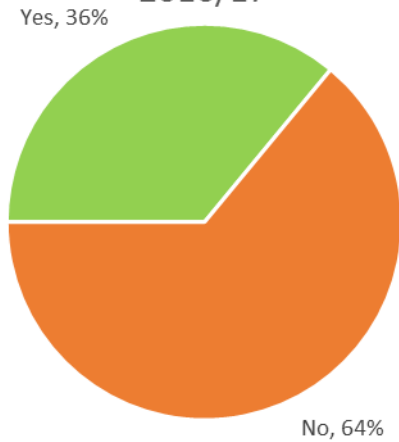
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| | <p>inequality between and within communities, seeking to address issues of isolation and poverty through sustainable regeneration activities.</p> <p>An example of the work undertaken so far includes, the development of a multi-agency approach to tackle loneliness and isolation across the life course. An evidence based approach to ‘what works’ and ‘what we know’ will be used to inform partners thinking and unlock opportunities for a multi-agency collaborative approach to the challenges around social and emotional loneliness and isolation. This work is in the very early stages of developing a draft plan of action. Early iterations of the draft plan have been progressing through the Ageing Well Partnership, and discussions are taking place with the Integrated Youth Offer partnership to explore how we can galvanise our youth support services and wider communities to help address this issue for children & families across the county.</p> |
| <p>Improving community governance arrangements</p> | <p>A community governance review has been completed. The review examined local decision making within Area Committees and the level and type of community engagement and the extent to which this facilitates effective involvement. The review identified the need to consider new arrangements for area committees. Bryn y Cwm Area Committee was subsequently identified as a pilot and would act as the primary mechanism for influencing decisions in the locality A temporary arrangement to the Council’s constitution has given voting rights to non-county council members of this committee. When operating effectively area committees should be able to exert influence at the interface between strategic and local decision-making ensuring that resources are directed to local priorities. Other areas are served by a cluster arrangement with a member of Senior Leadership team aligned to each cluster. The review also led to a decision to merge the previous Whole Place and Strategic Partnership Teams into a single Partnership and Community Development Team.</p> <p>The review will look to strengthen arrangements and perception amongst local people that they are able to influence decisions in their local area and participate in local democracy. Latest data from the National Survey for Wales in 2016 /17 shows 23% of people feel able to influence decisions affecting their local area.</p> |

Future generations act Well-being goal our action has contributed to

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities

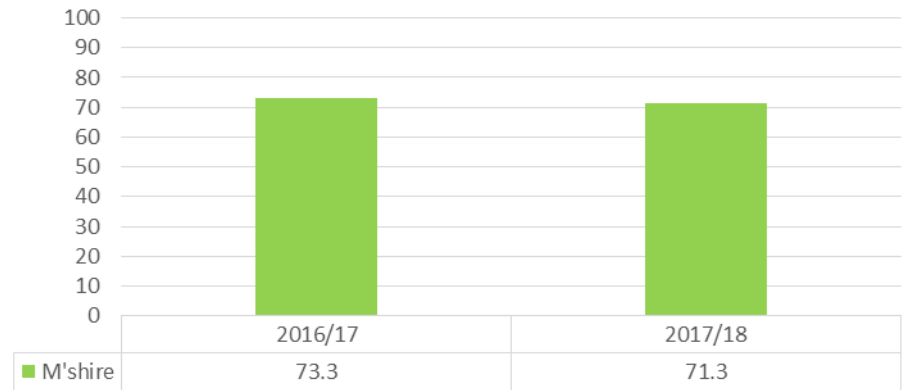
Performance Indicators progress

% People in Monmouthshire who volunteer - 2016/17



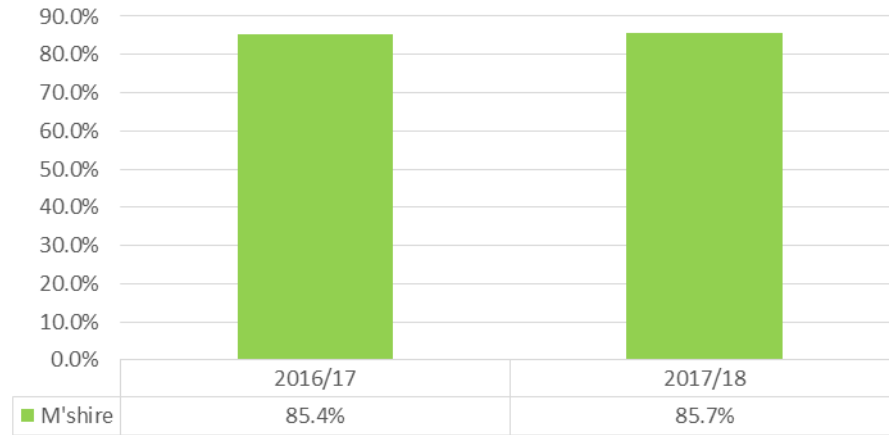
Percentage of respondents in Monmouthshire to the National Survey for Wales who said they volunteer

% of adults who completed a period of reablement and have no package of care and support 6 months later



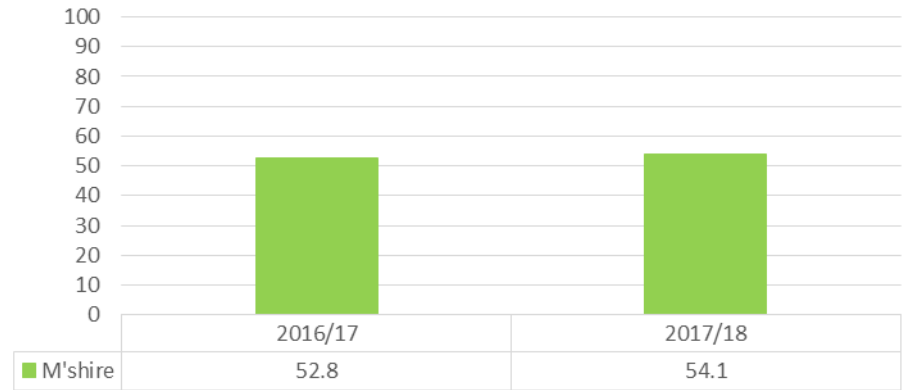
Reablement provides intensive short term interventions aiming to restore people to independence following a crisis. The intention is to avoid or reduce hospital admissions by intensively supporting people at home. The graph shows the percentage of adults who completed a period of reablement who have no package of care and support 6 months later

% of adults receiving care and support who are happy with the care and support



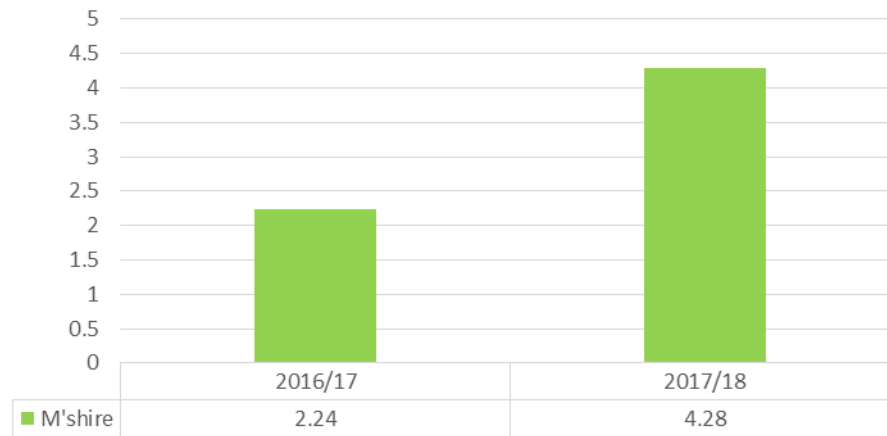
Each year we send questionnaires to adults receiving care and support asking their views on the care provided. The responses to these questionnaires received in 2017/18 tell us the proportion of adult service users who are happy with their care and support. This will be an important measure to monitor as services such as care at home transform.

% of adults receiving care and support who felt they can do the things that are important to them



Each year we send questionnaires to adults receiving care and support asking their views on the care provided. The responses to these questionnaires received in 2017/18 tell us the proportion of adult service users who felt they could do the things that were important to them.

The rate of delayed transfers of care for social care reasons per 1,000 population (aged 75+)



Delayed transfers of care are delays in providing social care which result in longer than necessary hospital stays. The graph shows the rate of patients aged 75 or over who were delayed for social care reasons per 1,000 population aged 75+. During 2017/18 there were 43 actual delays relating to 38 people, as some people were delayed for more than one period, this is a significant increase compared with 22 in the previous year. Whilst it is important to note that this is a small proportion of the discharges supported by the Council, every delay in a transfer of care means someone is not getting the right care for them. The majority of delays in hospital in 2017/18 were while waiting for a new home care package to be provided.

Future actions in our Corporate Plan 2017-2022

The Corporate Plan 2017/2022 includes a number of programmes of work which the Council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

Lifelong well-being:

- 15) the council enables connected and caring communities supporting people to live independently
- 16) the council delivers on social justice, better prosperity and reducing inequality
- 17) the council enables better local services through supporting volunteers and social action

Appendix 3 - Public Accountability Measures 2017/18 performance

| Ref | Measure | 2014/ 15 | 2015/ 16 | 2016/ 17 | 2017/ 18 | 2017/ 18 Target | Progress against target | Trend | 2016/ 17 Quartil e | Comments |
|---------|--|-------------|-------------|-------------|-------------|-----------------------|-------------------------------|-------|-----------------------------|---|
| PAM/012 | Percentage of households successfully prevented from becoming homeless | n/a | 64 | 58 | 61 | 70 | × | ↑ | N/A | This indicator focuses on homelessness in line with the statutory duty to prevent homelessness (Section 66). The target for the year was set at 70% with initiatives being implemented to increase homeless prevention. There has been an increase in cases threatened with homelessness, particularly with financial issues. The lack of social housing and the difficulties accessing the private rented sector continue to be ongoing challenges. The Melin private leasing scheme has continued to contract and future options are being considered in line with financial feasibility. The Monmouthshire Lettings trial and the initial outcomes are encouraging together with a specialist Young Persons Accommodation Officer. Further funding schemes are also being utilised and there is a focus on minimising the use of B&B accommodation. An emerging project is to explore establishing a Supported Lodgings scheme |
| | N Number of households successfully prevented from becoming homeless | | 182 | 107 | 155 | | | | | |
| | D Number of households threatened with homelessness | | 285 | 183 | 254 | | | | | |
| PAM/015 | Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) | 213 | 251 | 356 | 193 | 180 | × | ↑ | Bottom | Performance has improved significantly due to additional capital funding being allocated in 2017/18 and a review and streamline of processes which were targeted at reducing average processing times. |
| | N Number of calendar days taken to deliver a DFG | 17,219 | 18,070 | 17,818 | 16,384 | | | | | |
| | D Number of DFGs delivered | 81 | 72 | 50 | 85 | | | | | |

Appendix 4: Social Services & Well-being Act Performance Measures

Quantitative Performance Measures:

| Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2017/18 Target | Performance Against Target | Performance Trend | 2016/17 Wales Av | 2016/17 Quartile |
|--|-----------------------|-------------------------------------|-------------------|----------------------------------|----------------------|------------------------|---------------------|
| 18: The percentage of adult protection enquiries completed within 7 days | 88.67% 274/309 | 84.73% 455/537 | 90% | ✘ | ↓ | 80.06% | Middle |
| 19: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over | 2.24 22/9,821 | 4.28 43/10,050 | 2.19 | ✘ | ↓ | 2.85 | Middle |
| 20: The percentage of adults (existing service users) who completed a period of reablement a) and have a reduced package of care and support 6 months later | 21.43% 3/14 | 23.08% 6/26 | 25% | ✘ | ↑ | 27.99% | Middle |
| 20: The percentage of adults who completed a period of reablement b) have no package of care and support 6 months later | 73.33% 187/255 | 71.26% 243/341 | 50% | ✓ | ↓ | 72.34% | Middle |
| 21: The average length of time adults (aged 65 or over) are supported in residential care homes | 833.55 122,532/147 | 807.85 131,680/163 | N/A | N/A | N/A | 800.79 | N/A |
| 22: Average age of adults entering residential care homes | 79.21 8,238/104 | 83.78 7,792/93 | N/A | N/A | ↑ | 82.83 | Bottom |
| 23: The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months | 76.60% 419/547 | 78.29% 1,388/1,773 | 77% | ✓ | ↑ | 67.67% | N/A |

Qualitative Performance Measures:

For many years adult services have undertaken questionnaires to understand service user's views. This is now a requirement of the performance framework measuring the effectiveness of the Social Services and Well Being Act. Below is feedback from adults and carers receiving care and support during 2017/18.

2016/17 - Adults responses are based on 420/1656 questionnaire responses (25% response rate) and carers 44/56 responses (79% response rate).

2017/18 - Adults responses are based on 595/1922 questionnaire responses (31% response rate) and carers 43/82 responses (52% response rate).

| Adults Questionnaire | 2016/17 | 2016/17 | 2017/18 | 2017/18 | 2017/18 |
|---|---------|----------|--------------|-------------|---------|
| | Actual | Welsh Av | 'Yes' | 'Sometimes' | 'No' |
| I live in a home that best supports my well-being | 87.4% | 86.9% | 86.4% | 8% | 5.6% |
| I can do the things that are important to me | 52.8% | 51.4% | 54.1% | 32.2% | 13.8% |
| I feel I am part of my community | 52.7% | 58.3% | 52.8% | 26.1% | 21.1% |
| I am happy with the support from my family, friends and neighbours | 84.4% | 85.2% | 88.3% | 9.2% | 2.5% |
| I feel safe | 77.1% | 78.1% | 79.1% | 14.5% | 6.4% |
| I know who to contact about my care and support | 86.0% | 83.2% | 84.4% | 9.7% | 5.9% |
| I have had the right information or advice when I needed it | 87.1% | 80.2% | 84.0% | 12.6% | 3.5% |
| I have been actively involved in decisions about how my care and support was provided | 78.6% | 79.7% | 81.4% | 12.3% | 6.3% |
| I was able to communicate in my preferred language | 96.9% | 95.9% | 97.5% | 1.4% | 1.1% |
| I was treated with dignity and respect | 93.6% | 93.3% | 93.0% | 6.4% | 0.5% |
| I am happy with the care and support I have had | 85.4% | 85.2% | 85.7% | 12.4% | 1.9% |
| <i>If you live in a residential care home : It was my choice to live in a residential care home</i> | 61.5% | 71.8% | 71.2% | - | 28.8% |

| Carers Questionnaire | 2016/17 Actual | 2016/17 Wales Av | 2017/18 'Yes' | 2017/18 'Sometimes' | 2017/18 'No' |
|--|-------------------|---------------------|------------------|------------------------|-----------------|
| I live in a home that best supports my well-being | 83.7% | 82.5% | 82.5% | 12.5% | 5% |
| I can do the things that are important to me | 36.4% | 44.6% | 35.7% | 40.5% | 23.8% |
| I feel I am part of my community | 38.6% | 53.8% | 41.5% | 34.1% | 24.4% |
| I am happy with the support from my family, friends and neighbours | 61.4% | 70.5% | 68.4% | 18.4% | 13.2% |
| I feel safe | 86.0% | 81.2% | 90% | 2.5% | 7.5% |
| I know who to contact about my care and support | 79.5% | 74.6% | 87.8% | 7.3% | 4.9% |
| I have had the right information or advice when I needed it | 75.0% | 66.1% | 75.6% | 19.5% | 4.9% |
| I have been actively involved in decisions about how my care and support was provided | 86.0% | 76.7% | 78.6% | 11.9% | 9.5% |
| I have been actively involved in decisions about how the care and support was provided for the person I care for | 86.0% | 80.4% | 78.6% | 16.7% | 4.8% |
| I was able to communicate in my preferred language | 97.7% | 97.2% | 100% | - | - |
| I was treated with dignity and respect | 93.0% | 90.8% | 100% | - | - |
| I feel supported to continue in my caring role | 63.6% | 67.8% | 76.9% | 20.5% | 2.6% |
| I am happy with the care and support I have had | 68.2% | 68.9% | 73.2% | 24.4% | 2.4% |