

**SUBJECT: 2015/16 Performance Report: Improvement Objectives and Outcome Agreement**

**MEETING: Adults Select Committee**

**DATE: 12<sup>th</sup> July 2016**

**DIVISIONS/WARDS AFFECTED: All**

## **1. PURPOSE**

- 1.1 To present the end of year data for the Improvement Objectives (Appendix 1) which are under the remit of Adult Select Committee:
  - Improvement Objective 2: We will safeguard people, whether young or old, while reducing people's dependence on social care
- 1.2 To present an evaluation of the progress and impact made over the three years of the Outcome Agreement 2013 -16 (Appendix 2), for themes which are under the committee's remit:
  - Outcome Agreement Theme 2: Ensuring people receive the help they need to live fulfilled lives
- 1.3 To present the latest performance against wider key national performance indicators that are under the committee's remit (Appendix 3)

## **2. RECOMMENDATIONS**

- 2.1 Members are invited to scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the improvement objectives.
- 2.2 That members scrutinise the performance achieved and impact made, over the three years (2013/14, 2014/15 and 2015/16) of the Outcome Agreement
- 2.3 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.4 That members confirm the evaluation scores based on the evidence provided.

## **3. KEY ISSUES**

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:

### **Improvement Objectives**

- 3.2 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.

- 3.3 Activity that contributes to the delivery of some objectives cross cuts select committee remits and these have also been reported to the other relevant committee(s). 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.
- 3.4 Improvement Objectives are scored based on the council's self-evaluation framework, as set in the Improvement Plan 2015/17, table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year.

Level	Definition	Table 1: Description
6	Excellent	Excellent or outstanding – All performance measures will have achieved the target set and all actions will have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that successes are greater than the areas which have not been achieved.
3	Adequate	Strengths just outweigh weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

### Outcome Agreement

- 3.5 The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Programme for Government. The agreement covered the period from 2013 to 2016.
- 3.6 In the summer of 2015 the Welsh Government announced the final year of funding for performance in 2015-16 would no longer be attached to performance in the Outcome Agreement and would be rolled directly into the Revenue Support Grant for 2016-17. This means that payment for performance against the targets in the agreement for 2015-16, is assured, the council was also awarded full payment in the previous two years. However given the importance placed on the agreement as part of the council's performance framework an evaluation of performance achieved over the three years of the agreement has been undertaken. The evaluation highlights progress made against the actions and performance indicators set in the Outcome Agreement.

### Key National Indicators

- 3.7 Appendix 3 sets out further key performance indicators that are in the national performance indicator set used by Welsh Government and are under the committee's remit. The primary purpose is to highlight the performance achieved in 2015/16. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

**4. REASONS:**

- 4.1 To ensure that members have an understanding of performance against these areas of work and are able to scrutinise them to ensure a rigorous focus on improvement and delivering the Council's priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

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## Appendix 1 - Improvement Objectives 2015//16

<b>MCC Improvement Objective 2: We will safeguard people, whether young or old, while reducing peoples dependence on social care</b>	
<b>Council Priority:</b> Safeguarding vulnerable people	<b>Single Integrated Plan Outcome:</b> Families are supported & Older people are able to live their good life
<b>What the Single Integrated Plan identifies that we will contribute to</b>	<b>Why have we chosen this?</b>
<p>For families to feel supported we need to:</p> <ul style="list-style-type: none"> <li>• Support our families earlier to prevent them becoming more vulnerable.</li> <li>• Better co-ordinate support which can react more quickly.</li> </ul> <p>For older people:</p> <ul style="list-style-type: none"> <li>• Enable older people to be fully independent, maintaining good mobility, health and well-being.</li> <li>• Nurture good support networks in the community.</li> <li>• Enable older people to do what matters to them</li> <li>• Focus on preventative health and well-being programmes for older people to live their good life we need to:</li> </ul>	<p>Protecting the vulnerable is one of our four priorities. In the current financial and demographic context if we don't find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities.</p>
<b>Overall impact score</b>	
<b>Level 4 Good - Important strengths with some areas for improvement</b>	
<p>Community coordination ran for two years up until May 2016. An evaluation was completed and reported to Cabinet in April following scrutiny by Adults Select Committee. The learning pilot produced a number of stories that identified improved outcomes for individuals. While there is not yet enough evidence to aggregate the impact of these studies, in some cases practitioners within the integrated teams were clear that without the intervention, individuals on their way towards a care package, had been diverted towards a more informal community arrangement. The initial business case suggested that a typical low level package of care costs around £3500 per year and therefore each person diverted from statutory services has a positive impact financially as well as in terms of personal outcomes.</p> <p>A new approach to adult safeguarding is in place supported by a new and more resilient team structure. Satisfaction with adult social care was 93% during the year.</p> <p>Following the deletion of the homelessness performance indicator from the national set we will use alternative measures to track progress. Alternative measures show that less families with children are being placed in B&amp;B and overall less B&amp;B accommodation is being used which are positive indicators of progress.</p> <p>A new efficient and effective social services care management ICT system has been introduced in both adult and children's services. Practitioners are now using the system to manage caseloads. A reporting tool is in place to extract data to enable the management and scrutiny of performance.</p>	

In children's services the percentage of child protection reviews completed on time has declined from 95.5% to 93.1%. The Safeguarding Unit has continued to produce a trio of reports which give good quality information and analysis to leaders to provide an overview and assurance of safeguarding arrangements. Estyn gave positive feedback about the operation of safeguarding when they inspected the council at the end of 2015.

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Develop area based approaches which deliver more support through community networks.	March 2016	Measure: Fewer people needing long term care packages.	We established community coordination and small local enterprises. They made connections with people who may otherwise become dependent on statutory services and helped them identify and access other opportunities.	The approach produced a number of stories that identified improved outcomes for individuals. Practitioners within the integrated teams were clear that without the intervention, individuals on their way towards a care package, had been diverted towards a more informal community arrangement. The learning suggests that scaling up the pilot would not lead to deeper cost-avoidance in the short-term as it has not proved possible to 'pull' people out of traditional services. Benefits will instead accrue from preventing people entering care in the first instance.	On target
Implement the new adult safeguarding system.	March 2016	Milestone: A comprehensive service review has been carried out and a new team structure has been developed.	There has been significant progress in implementing the review recommendations. The expanded Protection of Vulnerable Adults Team is established in a base at Mardy Park.	The increased capacity in the POVA team has enabled it to have a greater focus on partnership working to change the emphasis from reporting to preventing abuse	On target
Ensure that senior leaders have good quality information and analysis available to provide assurance that children and young people are being safeguarded.	December 2015	Milestone: We receive confirmation from Estyn that we are effectively safeguarding children	We have developed a comprehensive reporting schedule to ensure that we are able to evaluate the impact of safeguarding. This has been supplemented by establishing a monthly briefing for Chief Officers, a cross- authority leadership group chaired by the Chief Executive and	There is: an overarching Monmouthshire Safeguarding and Child Protection Policy in place that gives clear guidance for all settings; increased whole authority and political involvement; an audit programme ensures that individual settings adhere to the requirements	On target

			a forum for the Chairs of Select Committees to discuss Safeguarding and Corporate Parenting issues.	of the policy and provide information regarding how they meet their safeguarding and child protection responsibilities and a robust system to respond to any concerns arising from professional allegations or organised abuse.	
Deliver the children's services action plan in response to the CSSIW in their <a href="#">latest inspection report</a> including: application of referral thresholds, timely initial assessments, quality of risk assessment and record keeping.	March 2016	Milestone: The majority of actions in the action plan will have been delivered. Measure: Percentage of referral decisions made in one day. Measure: Percentage of child protection reviews completed on time.	Progress has been made in a number of areas with key performance indicators improving markedly in 2014-15, however many of these subsequently dipped in 15-16. The service has faced pressures with an increase in children in the looked after system creating budgetary pressure. A new Head of Service is now in place and a new commissioning strategy produced.	The percentage of child protection reviews completed on time has declined by 2.4 percentage points.  The action plan has driven that improvement. There has been some tangible improvements in key areas such as contact arrangements and working together with partners to achieve best evidence when investigations are needed. There is, however, much still to do. It is critical that the improvements made are embedded sustainably in practice and commissioning.	Behind target
Introduce and embed a new efficient and effective social services care management ICT system.	July 2015	Milestone: New System in place.	A new ICT system, called Flo in Adult Services, is in place with adult services beginning using it in the first half of the year and children's services from 1 <sup>st</sup> October	The new system is now embedded in Adult Services. It has been developed to ensure the authority is well-placed to meet the requirements of the Social Services and Well-being Act (Wales) 2014. It enables social worker time to spend less at computers which will free-up capacity to focus on client needs.	On target

We will strive to improve our performance in addressing Homelessness.	March 2016	Measure: Percentage of potentially homeless households prevented from becoming homeless.	We have continued the delivery of the joint Housing Solutions service with Torfaen County Borough Council.	The measure of homeless prevention has been removed from the national set. Other headline PI's continue to reflect improvement e.g. no. of determinations and acceptances. Less families with children are being placed in B&B and overall less B&B accommodation is being used which are positive indicators of progress.	On target		
<b>How will we know the difference it has made</b>			<b>2013/14</b>	<b>2014/15</b>	<b>2015/16 Target</b>	<b>2015/16</b>	<b>Trend</b>
Number of older people receiving traditional long-term community based packages of social care			1157	1160	[target not set because of move to new ICT system]	1218	declined
Percentage of reviews of children on the child protection register that were carried out on time			93.9	95.5	100	93.1	Declined / missed target
Percentage of referral decisions to children's services made within one day			99.0	99.2	100	No longer a national PI	n/a
Percentage of adult protection referrals where the risk is managed			81.2	100	100	99.6	Marginal decline
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months			24.2%	44.4%	55%	No longer a national PI	n/a
<b>Longer Term Measures</b>				<b>Actual 2013/14</b>	<b>Actual 2014/15</b>	<b>Actual 2015/16</b>	
Percentage of people using social services who report that they are happy with the service they receive				96	92	93	
Cost avoidance associated with delivering integrated adult social care and community coordination				£27,000	£211,978	Not available – referred to in Cabinet evaluation 13 April 2016	

## Appendix 2 – Outcome Agreement 2013/16 Themes

<b>Outcome Agreement Theme</b>		<b>Outcome Agreement Theme 2:</b> Ensuring people receive the help they need to live fulfilled lives	
<b>Monmouthshire Theme(s)</b>		Older people are able to live their good life Vulnerable families are supported	
<b>Wales Programme for Government Theme &amp; Outcome</b>		21 <sup>st</sup> Century Health Care Ensuring people receive the help they need to live fulfilled lives	
<b>MCC Evaluation score 2013/14 – 2015/16</b>		Fully Successful	
<b>During the term of the agreement we will:</b>	<b>What have we done so far?</b>	<b>What difference has it made so far?</b>	<b>Progress</b>
Produce a robust business case to secure funding to deliver a local area co-ordination pilot	Cabinet agreed the business case and funding for local area co-ordination in October 2014. The project became known as community coordination to avoid confusion with Looked After Children. It was overseen by a steering group of partners including Aneurin Bevan Health Board, Gwent Police, the voluntary sector and Registered Social Landlords.	Cabinet agreed funding for the pilot, however successful bids to external sources of revenue, including the Intermediate Care Fund were also successful.	Achieved
Establish community coordination pilot in Abergavenny and Caldicot and decide whether or not to use throughout the county.	Abergavenny and Caldicot were identified as the sites for the pilots. These were launched at well-attended community events in the towns leisure centres in Autumn 2013 before being launched in April 2014 (Abergavenny) and June 2014 (Caldicot)	Coordinators worked in these towns to develop inclusive and mutually supportive communities. As a place based, point of contact, coordinators are worked to simplify (and better connect) the system for local people. Individual case studies show some early successes. A evaluation presented to Adults Select and Cabinet concluded that the approach would not continue in its initial form but elements should be retained as part of a new placed based approach.	Achieved
Appoint four co-ordinators	Two community coordinators were appointed as part of the pilot phase.	Our coordinators engaged with over 1000 individuals. Individual case studies show positive impact. The learning suggests that scaling up the pilot would not lead to deeper cost-avoidance in the short-term as it has not proved possible to 'pull' people out of traditional services.	On Target



		Benefits will instead accrue from preventing people entering care in the first instance.					
Establish small local enterprises as alternatives to existing service provision beginning in 2014-15	We appointed a small local enterprise co-ordinator. They worked with individuals to support the development of new enterprises and assist early stage enterprises reach fruition.			16 people are in some form of paid employment on a regular basis per week; 103 people are in regular unpaid employment; 350 beneficiaries per week from enterprises; 1600 people who have benefitted from attending events			On Target
<b>How much did we do?</b>	<b>2012/13 Actual</b>	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Target</b>	<b>2015/16 Actual</b>	<b>Trend 14/15 – 15/16</b>	<b>Comment</b>
Number of Local Area Coordinators in post	0	2	2	4	2	On-Target	Additional coordinators not recruited
Number of small local enterprises established	not yet underway	0	25	25	27	Improved / On Target	
Number of people (18+) in receipt of traditional care packages to keep them at home (monthly)	1668	1620	1542	1664 (or lower)	1541 (estimate)	Improved / On-Target	A change in measurement means direct comparison is not possible
<b>How well did we do it?</b>	<b>2012/13 Actual</b>	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Target</b>	<b>2015/16 Actual</b>	<b>Trend</b>	<b>Comment</b>
Number of delayed transfers of care from hospital that were because social care was not in place	16	17	13	<20	42	Declined / missed target	A number of problems have been highlighted with the system for validating delayed transfers of care for social care reasons. The true figure is lower than the 42 reported by Aneurin Bevan University Health Board. It was no higher than 30



Cost avoidance against forecast expenditure associated with an ageing population	new	£27,352	£211,875	£380k - £760K	Not available	-	Transition to the new database meant it is not possible to report this figure accurately. Budget reports suggest spend is being managed despite ageing population
Number of people supported through small local enterprises	new	new	202	to be set	350	Improved / On Target	
<b>Is anyone better off?</b>	<b>2012/13 Actual</b>	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Target</b>	<b>2015/16 Actual</b>	<b>RAG Trend</b>	<b>Comment</b>
Percentage of people giving positive responses to a new well-being questionnaire that will be used by community coordinators	not yet underway	Milestone: Questions Piloted		Not set	100%	On Target	All respondents gave a positive response for at least one of the outcomes being measured. The outcomes included: 'Made new friends' – 92% of people; 'Feel Supported' – 58% of people; 'Improved well-being' – 50% of people.
Number of community connections (Individual or Family) established by Local Area Co-ordination	not yet underway	This measure was removed as it has not proved possible to develop through the pilot phase.					

### Appendix 3 – National Performance Indicators

#### National Performance Indicators

Trend information Key
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Improved or At maximum	Improvement: >2.5% or at Maximum performance
Marginal Improvement	Improvement: 0.1% - 2.4%
Unchanged	Unchanged: 0%
Marginal Decline	Marginal Decline: -0.1% - -2.4%
Declined	Declined: -2.5%
N/A - Not applicable	Trend Not applicable

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	236	186	213	251	180	✘	Declined	Declined		The average time taken to process Disabled Facilities Grants (PSR/002) has increased from 213 days to 251 days, this is mainly attributable to more complex grants being completed and the availability of capital funding. Work is underway to review the steps in the process and identify any improvements in process that can be made to reduce the time taken.
N	Numerator	21678	15981	17219	18070						
D	Denominator	92	86	81	72						
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	Not published	4.66	10.27	14.18	11	✓	Improved	N/A		Over 500 households have been contacted with advice in 15/16. Increasing properties that can be included as returned use through the Council's action
N	Numerator	*	25	64	94						
D	Denominator	*	537	623	663						

Ref	Description	2012/13	2013/14	2014/15	2015/16	Target 15/16	Target met? 15/16	Trend 14/15 - 15-16	Trend 12/13 - 15/16	Trend 12/13 - 15/16	Comment
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.77	1.83	1.38	4.37	2.15	✘	Declined	Declined		The actual figure is much lower than that reported by ABuHB. Unfortunately they are unable to revisit and republish the actual value which we expect to be no higher than 30
N	Numerator	16	17	13	42						
D	Denominator	9064	9284	9453	9621						
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	80.37	81.2	100	99.59	100	✘	Marginal Decline	Improved		This relates to a single instance
N	Numerator	86	108	196	241						
D	Denominator	107	133	196	242						
SCA/02a	The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March;	60.28	56.56	52.77	53.98	52.77	✘	Marginal Decline	Improved		There has been an increase in the number of people needing long term care.
N	Numerator	1159	1134	1091	1148						
D	Denominator	19228	20038	20675	21266						
SCA/02b	The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	13.21	11.33	11.08	10.96	11.08	✓	Marginal Improvement	Improved		The figure remains broadly stable and is again likely to be the lowest in Wales
N	Numerator	254	227	229	233						
D	Denominator	19228	20038	20675	21266						
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	54.4	82.1	84.1	91.3	86.4	✓	Improved	Improved		There has been a further improvement. This represents Monmouthshire's highest performance
N	Numerator	900	1213	1036	1222						
D	Denominator	1654	1478	1232	1339						
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	74.2	97.3	99.7	98.8	100	✘	Marginal Decline	Improved		Ten new carers were identified in the final week of the reporting year and did not receive an offer of assessment by the cut-off point for this measure of 31 March
N	Numerator	322	675	754	813						
D	Denominator	434	694	756	823						
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	76.6	77.5	79.2	79.2	80	✘	Unchanged	Improved		The percentage of bus pass holders is unchanged. The population aged 60 or over has slightly increased as has the total number of bus pass holders.
N	Numerator	19994	20671	21560	21987						
D	Denominator	26116	26682	27217	27774						