

Committee: **Adult Social Care Scrutiny Committee**

Date: **12 June 2008**

By: **Director of Adult Social Care**

Title of report: **End of Year Performance Report**

Purpose of report: **To give an overview of performance during 2007-08**

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## **RECOMMENDATION**

### **Scrutiny Committee is recommended to:**

1. Consider and comment on the contents of this report.
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### **1. Financial Appraisal**

1.1 There are no associated direct costs. Significant performance improvement has taken place over 2007-08, achieved through improved working practices and reallocation of existing resources for efficiency gains.

### **2. Background**

2.1 In 2007, Adult Social Care set out its Three Year Plan to improve and personalise services. The Government White Paper *Our Health, Our Care, Our Say* (2006), and the Commission for Social Care Inspection (CSCI) gave Adult Social Care a set of seven plus two outcomes (respectively) against which local authorities are measured and graded to assess performance and generate star ratings. The Department uses these "seven plus two" (Appendix 1) to frame the Business Planning process, resulting in a comprehensive set of quantitative and qualitative objectives which assist the Department towards the strategic direction set by the Council Plan and Three Year Plan. This year, building on the success of last year, over 400 staff were involved in the process of creating business plans which informed the Adult Social Care Business Plan: a 'top-down' and 'bottom-up' process, encouraging staff ownership of the plans within the planning structure in the Department (Appendix 2). The government has strengthened the personalisation agenda for 2008-09 with "Putting People First", which will transform Adult Social Care provision across the Country.

2.2 The Departmental Management Team leads the fortnightly Performance Board which drives performance improvement activity across the department. Performance is monitored quarterly against the annual Business Plan targets and PAF targets. The Departmental Management Team receives exception reports for Business Plan and Council Plan targets with performance improvement planning; successes are reported in the Brief Encounter magazine. Performance against the PAF indicators is monitored at a number of levels. The Board systematically looks at every indicator, considering current, trend and comparative data to see how performance can be improved. Team and individual performance against key indicators is monitored directly by managers through desktop reports available to them through the 'InfoView' reports.

2.3 The Department has continued to embed a performance culture through this year and the Performance Board has been central to achieving this. The performance improvement plans put in place significantly reduced waiting times for assessment which during 2006-07 was our most poorly performing indicator. Other areas of concentrated work include reducing the number of delayed transfers of care; increasing the numbers of carers receiving a service and increasing the number of people receiving direct payments: all of which has been successful. These are central to the personalisation agenda for the coming year.

2.4 The Performance Assessment Framework (PAF) ceased in March 2008, replaced by the National Indicator Set (NIS) from April 2008. This replaces the 25 PAF performance indicators with 10 for Adult Social Care. The new Local Area Agreement (LAA) replaces the old from April 2008, incorporating NIS

indicators. However, most local authorities are keeping a sub set of PAF indicators for 2008-09 in order to measure performance improvement from 2007-08 to 2008-09, as there is only one indicator which directly transfers from PAF to NIS (Appendix 3). Star ratings for 2008 will be informed by performance against PAF in 2007-08.

### **3. Supporting Information**

3.1 The Department continually seeks to improve performance through a balance of qualitative targets and quantitative / numerical targets contained in the Business plans. This year, the Department will be judged by qualitative data from sources including the Self Assessment Survey (SAS), and PAF performance indicators. This set of 24 indicators is used to nationally compare local authorities with Adult Social Care responsibility, and are mapped across to the White Paper and CSCI outcome measures, and are graded on a "blob banding" from one: investigate urgently; to five: very good. Returns are submitted by 31 May, and comparative information is published at the end of the year: November / December. Early benchmarking information is usually available in September between a group of authorities who agree to confidentially share their un-audited outturns.

3.2 The first year of the three year improvement plan was to create a solid foundation on which to build sustainable improvement: this year we have seen significant performance improvement in the PAF data (Appendix 4). Of 25 indicators, 17 have improved performance and 6 have maintained performance, 4 of which are in the Department of Health top banding. 11 of the indicators have improved by one blob banding, 4 have jumped two blob bandings, and 2 have jumped three blob bandings: C62 – services for carers, and D56 – waiting time from assessment completion to services being in place. The one indicator which decreased in performance was retention in drug treatment programmes. Discussions have taken place with the Department who controls this indicator and a performance improvement plan is in place.

3.3 Examples of improvements:

- 686 people received a Direct Payment: 445 more than last year and more than double the amount of people receiving a Direct Payment last year;
- 1790 carers received a service: 995 more than last year and more than double the amount of carers receiving a service last year;
- 1013 households received intensive home care: 349 more than last year;
- The weekly average of people delayed in hospital has reduced from 57 in 2006/07 to 38 in 2007/08 due to all reasons; a reduction from an average of 21 to 4 due to Social Services reasons
- 29,731 items of equipment were delivered within seven days: 3188 more than last year;
- 66.3% of assessments lead to a provision of service, compared to 52.3% last year;
- 80.1% of assessments started within 48 hours and were completed within 28 days, compared to 62.9% last year;
- 90.2% of service users service started within 28 days of completion of assessment.

### **4. Conclusion and Reason for Recommendation**

4.1 The Department's performance improvement is in line with the national direction of personalisation of services: putting people at the heart of the services we provide. The recommendation is to note the Department's current performance position within the context of national change.

**KEITH HINKLEY**  
**Director of Adult Social Care**

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Local Members: All

Background Documents

The **outcomes** in the White Paper are:

**Improved health & emotional well-being:** enjoying good physical and mental health (including protection from abuse and exploitation). Access to appropriate treatment and support in managing long-term conditions independently. There are opportunities for physical activity.

**Improved quality of life:** access to leisure, social activities and life-long learning and to universal, public and commercial services. Security at home, access to transport and confidence in safety outside the home.

**Making a positive contribution:** active participation in the community through employment or voluntary opportunities. Maintaining involvement in local activities and being involved in policy development and decision-making.

**Increased choice and control:** through maximum independence and access to information. Being able to choose and control services and helped to manage risk in personal life.

**Freedom from discrimination:** equality of access to services. Not being subject to abuse.

**Economic well-being:** access to income and resources sufficient for a good diet, accommodation and participation in family and community life. Ability to meet costs arising from specific individual needs.

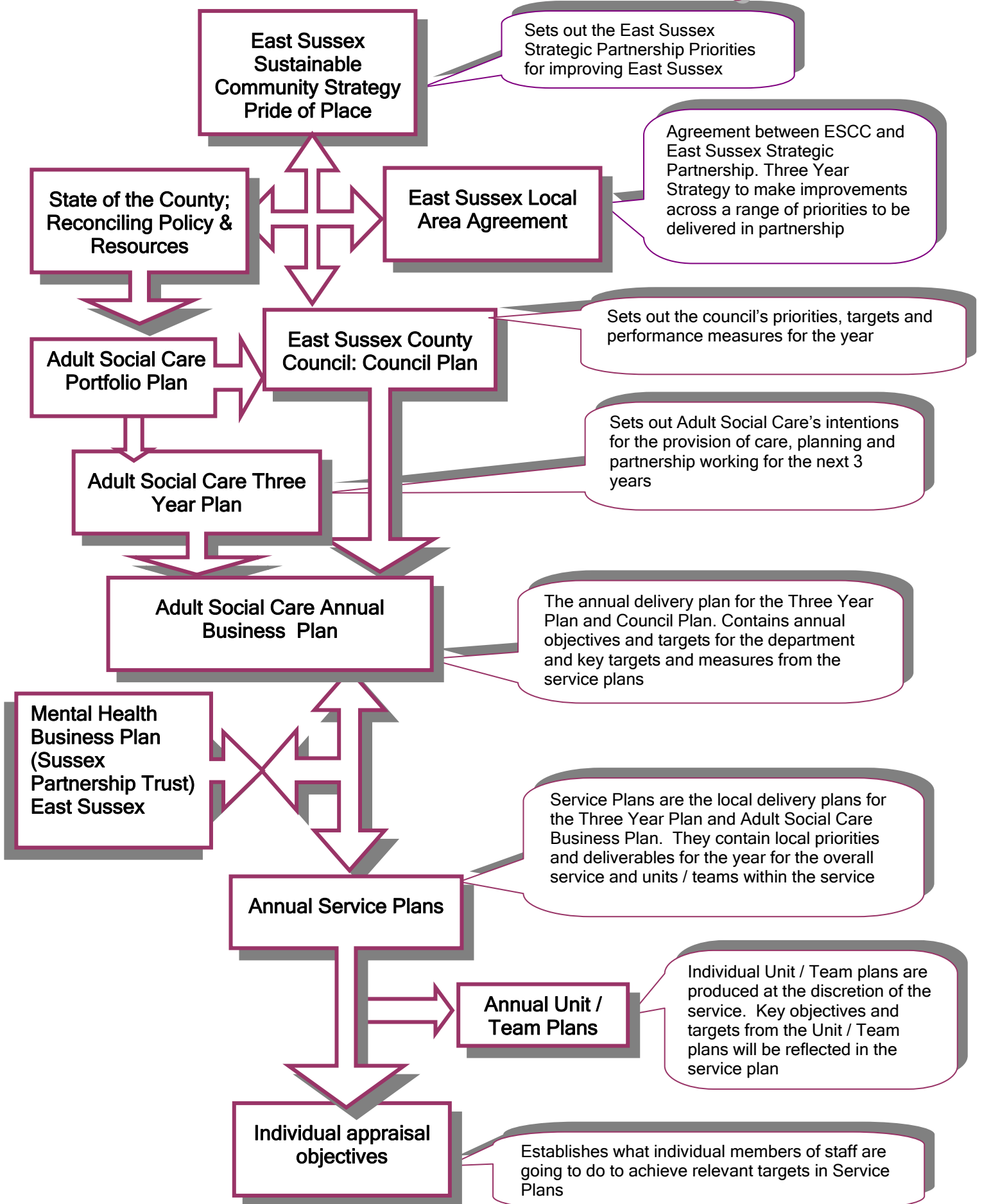
**Maintaining personal dignity and respect:** keeping clean and comfortable. Enjoying a clean and orderly environment. There is availability of appropriate personal care.

**PLUS 2 CSCI outcomes:**

**Leadership:** People experience services that are well led. Strategic vision, risks and barriers. Partnership working using Health Act Flexibilities.

**Commissioning & use of resources:** Adult Social Care commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means.

# Adult Social Care Business Planning Structure



# National Indicator Set (NIS)

The Local Government White Paper Strong and Prosperous Communities published in October last year, committed to introducing a set of streamlined indicators that would reflect national priority outcomes for local authorities working alone or in partnership.

The number of national indicators has been radically reduced, from the around 1200 that local authorities and their partners report on at present, to 198. The new indicators will strengthen the incentives for closer partnership working to deliver joined-up outcomes.

## What does it mean for the Department?

From this new National Indicator Set (NIS), there are 10 specific indicators that will be monitored and reported directly by Adult Social Care, including 2 Supporting People indicators. However, there are several other indicators that Adult Social Care will impact on.

Our performance against the National Indicator Set will form a key part of informing our star rating, which has a direct impact on the funding we receive as a Department, and the level of scrutiny we receive from the Commission for Social Care Inspection (CSCI)

## PAF Performance Indicators 2008-09

There is a national commitment to cease reporting the existing Performance Assessment Framework (PAF) indicators from April 2008. However, it is difficult to ascertain how improvement will be measured, both internally and by CSCI, if a certain number of PAF indicators are not locally monitored.

The tables over the page show which indicators will be monitored by the Department in 2008/09, both the National Indicators and the PAF set.

## Ongoing work

- Ways of reporting the new indicators are currently being agreed.
- Carefirst Process maps and recording guidance are being updated in line with the National Indicator Set.
- A presentation setting out which indicators from the National Indicator Set will be reported directly by Adult Social Care, and those that the Department have an impact on is being given to all management teams to cascade this information through the Department.

## National Indicator Set which are reported by Adult Social Care

**NI 125** - Achieving independence for older people through rehabilitation/ intermediate care

**NI 130** - Social care clients receiving Self Directed Support per 100,000 population (Direct Payments in 2008/09 and will include Personal Budgets from 2009/10) – **will also be a measure in the Local Area Agreement (LAA)**

**NI 132** - Timeliness of social care assessment (all adults)

**NI 133** - Timeliness of social care packages following assessment

**NI 135** - Carers receiving needs assessment or review and a specific carer's service, or advice and information - **will also be a measure in the Local Area Agreement (LAA)**

**NI 136** - People supported to live independently through social services (all adults) (Helped to live at home) - **will also be a measure in the Local Area Agreement (LAA)**

**NI 141** - Percentage of vulnerable people achieving independent living

**NI 142** - Percentage of vulnerable people who are supported to maintain independent living - **will also be a measure in the Local Area Agreement (LAA)**

**NI 145** - Adults with learning disabilities in settled accommodation

**NI 146** - Adults with learning disabilities in employment

## Other National Indicator Set which Adult Social Care are measured against, but do not directly report

**NI 14** – Avoidable contact : the proportion of customer contact that is of low or no value to the customer

**NI 40** - Drug Users in Effective Treatment

**NI 131** - Delayed transfers of care

**NI 149** - Adults in contact with secondary mental health services in settled accommodation

**NI 150** - Adults receiving secondary mental health services in employment

**NI 179** - Value for money: total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/ 09 financial year.

## Performance Assessment Framework (PAF)

**C28** – Intensive Home Care

**C29** – Adults with physical disabilities helped to live at home (please see NI 136)

**C30** – Adults with learning disabilities helped to live at home (please see NI 136)

**C31** – Adults with mental health problems helped to live at home (please see NI 136)

**C32** – Older people helped to live at home (please see NI 136)

**C51** – Direct Payments (please see NI 130)

**C62** – Services for carers (please see NI 135)

**C72** – Older people admitted on a permanent basis in the year to residential or nursing care

**C73** – Adults aged 18 - 64 admitted on a permanent basis in the year to residential or nursing care

**D39** - Percentage of people receiving a statement of their needs and how they will be met

**D40** - Clients receiving a review

**D41** – Delayed transfers of care (please see NI 131)

**D54** - Percentage of items of equipment and adaptations delivered within 7 working days

**D55** - Acceptable waiting times for assessments (please see NI 132)

**E82** - Assessments of adults and older people leading to provision of service

PERFORMANCE AGAINST PERFORMANCE ASSESSMENT FRAMEWORK (PAF)

KEY	
●	Investigate urgently
●●	Ask questions about performance
●●●	Acceptable, but possible room for improvement
●●●●	Good
●●●●●	Very Good

INDICATOR	06/07 numerator	06/07 denominator	06 / 07 Out-turn	07/08 numerator	07/08 denominator	07/08 out-turn	07/08 target numerator	07/08 target denominator	07/08 Target	Direction of Travel 06-07 -07-08
<b>IMPROVED HEALTH AND EMOTIONAL WELL-BEING</b>										
A80 - Participation in drug treatment programmes (new definition)			93%	65	80	81.25%				↓
D40 - Clients receiving a review	12480	16664	74.9%	14770	17077	86.49%	13167	17077	>77%	↑
D41 - Delayed transfers of care	57	113,631 (population)	50	38	113,635 (population)	34	28	113,635 (population)	25	↑
<b>IMPROVED QUALITY OF LIFE</b>										
C28 - Intensive home care (BVPI) (KT)	664	113,631 (population)	5.8	1013	113,635 (population)	8.9	750	113,635 (population)	6.6	↑
C29 - Adults with physical disability helped to live at home	1558	280,095 (population)	5.6	1674	288,207 (population)	5.8	1444	288,207 (population)	>5	↔
C30 - Adults with learning disabilities helped to live at home	677	280,095 (population)	2.4	722	288,207 (population)	2.5	721	288,207 (population)	>=2.5	↑
C31 - Adults with mental health problems helped to live at home	471	280,095 (population)	1.7	563	288,207 (population)	2.0	519	288,207 (population)	>=1.8	↑
C32 - Older people helped to live at home (BVPI)	7117	113,631 (population)	62.6	7043	113,635 (population)	62.0	7388	113,635 (population)	>65	↔
C62 - Services for Carers	795	14223	5.6%	1790	14681	12.19%	1336	14681	>9	↑
D54 - Percentage of items of equipment and adaptations delivered within 7 working days (BVPI) (KT)	26543	30664	86.6%	29731	34751	85.6%	30234	34751	87%	↔
<b>INCREASED CHOICE AND CONTROL</b>										
C51 - Direct Payments (BVPI) (KT)			60.9			158.9			>120	↑
C72 - Older people admitted permanently / 10,000 65+	843	113,631 (population)	74.2	935	113,635 (population)	82.3	839	113,635 (population)	73.8	↔
C73 - Adults <65 admitted permanently / 10,000 18-64	86	280,095 (population)	3.1	66	288,207 (population)	2.3	70	288,207 (population)	2.4	↑
D39 - People receiving statement of needs (BVPI)	15198	16664	91.2%	16394	17077	96.0%	16411	17077	>96	↑
D55 - Acceptable waiting times for assessments (BVPI) (KT)	A9 = 4997 A7 = 4011	A9 = 7760 A7 = 6536	62.9%	A9 = 6016 A7 = 4602	A9 = 6824 A7 = 6227	81.1%	A9 = 5467 A7 = 4988	A9 = 6824 A7 = 6227	80.1%	↑
D56 - Acceptable waiting times for care packages (BVPI) (KT)	2487	3148	79.0%	2939	3257	90.2%	2772	3257	>85	↑
E82 - Assessments leading to provision of services. New definition	4349	8321	52.3%	5319	8019	66.3%	5060	8019	>63	↑
<b>FREEDOM FROM DISCRIMINATION</b>										
E47 - Ethnicity of older people receiving assessment	0.40	0.53	0.75	0.67	0.53	1.28			1 < 2	↑
E48 - Ethnicity of older people with services following an assessment	0.41	0.40	1.04	0.0071	0.0067	1.05			0.9 < 1.1	↔
<b>MAINTAINING PERSONAL DIGNITY AND RESPECT</b>										
D37 - Availability of single rooms			91.2%	962	1002	96.0%	902	1002	>=90%	↑
<b>LEADERSHIP</b>										
D75 - Practice Learning (Adult component only)	2935	317	9.25	3080	340	9.07	3837	340	11.3	↔
<b>COMMISSIONING AND USE OF RESOURCES</b>										
B11 - Intensive Home Care as a % of intensive home / residential care	664	4198	15.8	1013	4634	21.9	816	4634	17.6%	↑
B12 - Cost of intensive social care for adults (BVPI)			£554			£496.00			£563.67	↑
B17 - Unit cost of home care for adults			£15.90			£14.29			£15.38	↑

**Summary:**

Performance Improvements	17
Performance Maintained	6
Performance Decreased	1
1 Blob improvements	11
2 Blob improvements	4
3 Blob improvements	2