RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2014 - 2015

COMMUNITY AND CHILDREN'S SERVICES SCRUTINY COMMITTEE 15TH APRIL 2015 REPORT OF THE DIRECTOR OF LEGAL & DEMOCRATIC SERVICES	Agenda Item No. 3
	EXCEPTION REPORT – COUNCIL PERFORMANCE REPORT – 31ST DECEMBER 2014 (QUARTER 3)

1. PURPOSE OF THE REPORT

The purpose of this report is to inform Members of the Exceptions agreed by the meeting of the Chairs and Vice Chairs of Scrutiny. The exceptions are drawn from the data presented to the Cabinet Performance and Resources Committee that met on the 19th March 2015.

2. RECOMMENDATIONS

It is recommended that Members:-

2.1.1 Note the content of this report.

2.2 Scrutinise and comment on the information provided.

2.3 Consider whether they wish to scrutinise in greater depth, any matters contained in the report.

3. BACKGROUND

3.1 On the 29th June, 2005 Council endorsed the recommendation made by Scrutiny to create a Performance Management Coordinator role to bring added value to an already existing high quality of finance and performance information.

3.2 The Coordinator's role is to enable a sifting or prioritising exercise to be carried out to ensure that Members receive detailed reports on an exception basis on issues that require attention.

3.3 This process allows the Coordinator to coordinate capital and revenue budget monitoring and performance management information and WPI action plans in consultation with the Chairs and Vice Chairs of Scrutiny to ensure that scrutiny is presented with relevant and timely information

3.4 This process ensures that all Members still have access to the detailed financial and performance reports presented to the Cabinet Performance and Resources Committee and will still be able to raise issues at the Scrutiny Committees, if not covered by the exception report.

4 <u>EXCEPTION REPORT</u>

4.1 The Exception report provides Members of this Scrutiny Committee with financial and performance management information for the Community and Children's Services Group for the period to 31st December 2014 and is attached as Appendix 1 to this report.

4.2 The report is based on the data set out in the report considered by the Cabinet Performance and Resources Committee on the 19th March 2015, to which all Members have access.   If Members wish to raise any matter contained therein and not covered by the exception report they are requested to contact the Scrutiny Team prior to the meeting, in order that officers may prepare a definitive response.

4.3 Attached as Appendices A(i) and A(ii) are the detailed action plans for those Wales Programme for Improvement priorities which lie within the remit of this Service Scrutiny Committee ie Keeping All Children & Young People Safe and Supporting Vulnerable Adults and Older People to Live Independently. In addition, examples of feedback received as a result of the work undertaken are attached at Appendix B.

4.4 For completeness, attached as Appendix C is a list of the remaining 14 performance indicators that do not meet target by more than 5% as at quarter 3.

4.5 The Outcome Agreement area within the remit of this Committee is 21st Century Health Care – Ensuring people receive the help they need to lead fulfilled lives. However, there is no significant change in the performance position to that reported in quarter 2 and therefore no specific update has been provided.

5. KEY QUESTIONS FOR MEMBERS

5.1 Are Members in agreement with the exceptions highlighted in the report?

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COMMUNITY AND CHILDREN'S SERVICES SCRUTINY COMMITTEE

15TH APRIL 2015

REPORT OF THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

Item: EXCEPTION REPORT – COUNCIL PERFORMANCE (QUARTER 3)

Background Papers

Report of the Group Director, Corporate Services "Council Performance Report - 31st December 2014 (Quarter 3)" – presented to Cabinet Performance and Resources Committee 19th March 2015

Officer to contact: Mrs A Edwards – Tel. No: 01443 424102

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Community & Children's Services Scrutiny Committee 15th April 2015

Council Performance Report 31st December 2014 (Quarter 3)

In respect of the Community & Children's Services Group:

1. <u>Financial Performance</u>

a) Revenue Budgets (<u>excluding</u> financial performance relating to those service areas transferred in from the former Environmental Services Group):

	Budget as at 31st December 2014/15 £M	Projected Actual Expenditure as at 31st December 2014/15 £M	Variance Over / (Under) £M
Community & Children's Services	124.495	124.644	0.149

Key Revenue Issues:

- Looked After Children - (£0.869M overspend)
- Commissioned Services (Adults) – (£0.677M overspend)
- Fframwaith – (£0.296M underspend)
- Community and Family Support Services (£0.269M underspend)
- Direct Care Services - (£0.268M underspend)
- Commissioning and Business - (£0.213M underspend)

b) Capital Budgets (<u>excluding</u> financial performance relating to those service areas transferred in from the former Environmental Services Group):

	Budget As At 31st December 2014/15 £M	3rd Quarter Actual £M	% of Total Budget Spent in 3rd Quarter
Community & Children's Services	7.434	5.009	67.38%

Key Capital Issues:

- Delayed implementation of some schemes / projects within the Modernisation Programme (Adults) which will now be considered in 2015/16;

- Increased Integrated Community Equipment Service expenditure as a result of new grant approvals from the Intermediate Care Fund; and

- Re-allocating and re-profiling budgets to address higher than anticipated demand for 'Maintenance Repair Assistance' and lower than anticipated demand for 'flats over shop and empty property' grants.

2. <u>Wales Programme for Improvement</u>

a) Priority Plans for Review:

- **Keeping all children and young people safe**

- **Supporting vulnerable adults and older people to live independently**

Priority Plans attached at Appendix A(i) and A(ii) respectively.

b) How the work being undertaken through these Priority Plans is making a difference.

Examples of feedback received as a result of our work is included at Appendix B

3. Operational Performance

The pie chart below relates only to the **75** performance indicators with targets that are set out in the 'Keeping all children and young people safe' and 'Supporting vulnerable adults and older people to live independently' priority plans, and also the Community & Children's Services data table (excluding those PIs within the data table that are referenced as relating to the former Environmental Services Group) - i.e. Appendix 4c of the main report Performance Report.

a) Performance Indicator performance (April 2014 to December 2014)

Community & Children's Services Performance

- 53% Achieved target
- 20% Within 5% of target
- 27% Did not achieve target
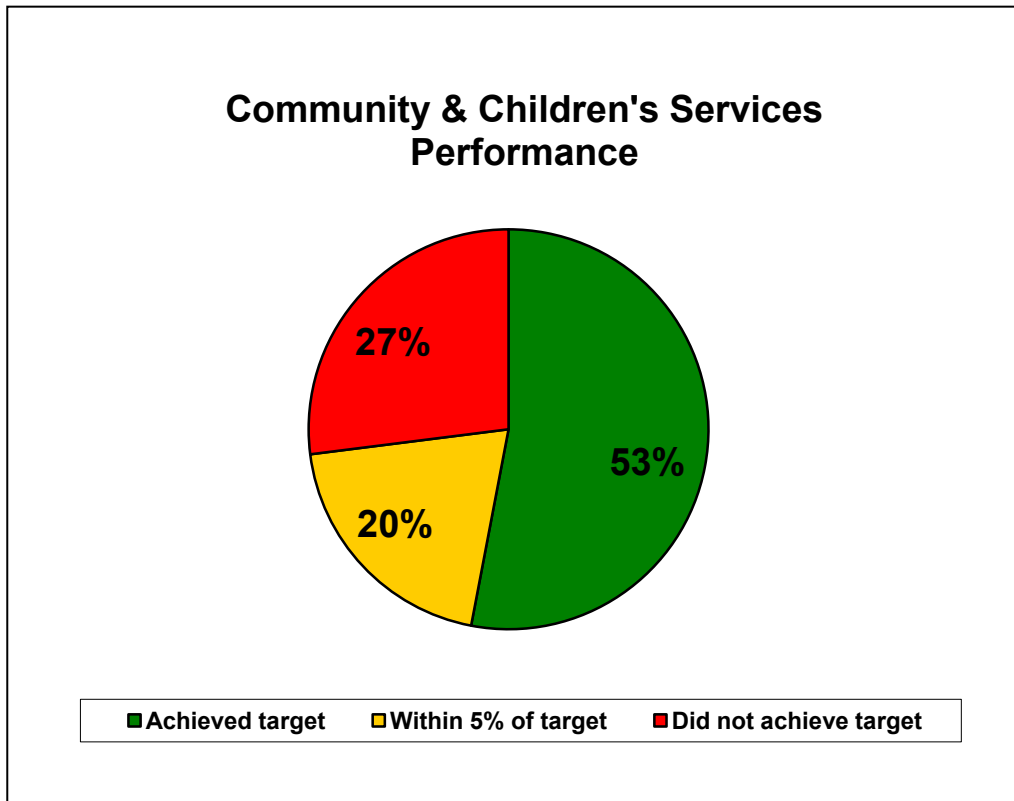
b) Performance Indicator trends

	2014/15				2013/14 Year end position
	Qtr 3		Qtr 2	Qtr 1	
	No.	%			
Total no. of PIs with data and targets available	75	n/a	74	71	89
Achieved target	40	53%	44%	46%	53%
Within 5% of target	15	20%	26%	23%	23.5%
Did not achieve target	20	27%	30%	31%	23.5%

a) Key performance issues (excluding performance issues relating to those service areas transferred in from the former Environmental Services Group):

	Positive Performance	Exceptions*
Community & Children's Services	**% of referrals (children & young people) that are re-referrals within 12 months (Statutory)** – Qtr 3 performance was 20.5% compared to a target of 21.0%, and is better than the 2013/14 all Wales average (22.2%)	**% of initial assessments (children & young people) carried out within 7 working days (Statutory)** - Qtr 3 performance was 55.4% compared to a target of 65% and would be in the bottom quartile when compared to the 2013/14 all Wales data. The Intake & Assessment Teams are being remodelled & a service improvement plan implemented
	% of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker (Statutory) - Qtr 3 performance was 74.5% compared to a target of 70.0%, but still remains in the bottom quartile of the 2013/14 all Wales data	**Average time taken to complete initial assessments (children & young people) that took longer than 7 working days to complete (Statutory)** - Qtr 3 performance was 24.8 days compared to a target of 20.0 days and would remain in the bottom quartile when compared to the 2013/14 all Wales data. The Intake & Assessment Teams are being remodelled & a service improvement plan implemented
	% of core assessments carried out within 35 working days (Statutory) - Qtr 3 performance was 87.8% compared to a target of 86.0% and is better than the 2013/14 all Wales average (78.8%)	**% of open cases of children with an allocated social worker where the child is receiving a service - Looked after children (LAC)** - Qtr 3 performance was 62.6% compared to a target of 80.0% and would remain in the bottom quartile when compared to the 2013/14 all Wales data. Continuing high numbers of LAC children combined with staffing pressures across the Assessment & Care Planning Service have impacted on performance. LAC Panels have been reviewed and new processes put in place with the aim of supporting improved performance in this area
	% of statutory visits to looked after children due in the year that took place in accordance with regulations (Statutory) - Qtr 3 performance was 89.2% compared to a target of 85.0%, which is better than the 2013/14 all Wales average (85.3%)	**% of Children Looked After at 31 March who have experienced one or more changes of school, during a period or periods of being Looked After, which were not due to transitional arrangements, in the 12 months to 31 March (Statutory)** - Qtr 3 performance was 24.2% compared to a target of 13.5% and would be in the bottom quartile when compared to the 2013/14 all Wales data. Performance has dropped during quarter 3. Non transitional school moves can be for positive reasons e.g. because the child has been moved to an adoption placement or has been rehabilitated to the care of family
	% of reablement clients who felt we helped them remain living independently in their own home environment (based on those that returned a questionnaire) (Local) - Qtr 3 performance was 95.95% compared to a target of 95.00%	**The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (Statutory)** - Qtr 3 performance was 9.22 compared to a target of 5.30 and is worse than the 2013/14 all Wales average (4.68). The performance result for this indicator is calculated on a 'rolling year' basis. Increased staff sickness levels have impacted on performance during the year. During quarter 3 sickness has reduced and there are signs within the data that delays in assessment are now reducing as a consequence
	% adult protection referral completed where the risk has been managed (Local) - Qtr 3 performance was 96.27% compared to a target 96.10%	**% of carers of adult services users who were offered an assessment in their own right during the year (Statutory)** - Qtr 3 performance was 49.2% compared to a target of 60% and would remain in the bottom quartile based on the 2013/14 all Wales data. It is still proving difficult to establish a process that easily captures the required information to inform this measure. Anecdotally we believe that carers are engaged in assessments and their needs are reflected in packages of care. We are looking to make data recording processes less onerous which will improve data and in turn demonstrate improved performance

***Exceptions** – for completeness, included as Appendix C is a list of the remaining 14 performance indicators that did not meet target by more than 5% as at quarter 3.

4. <u>Outcome Agreement</u>

For the Community and Children's Services Scrutiny Committee, the relevant Outcome Agreement area is:

- **21st Century Health Care – Ensuring people receive the help they need to live fulfilled lives.**

Due to there being no significant change in the performance position during quarter 3 (to that reported in quarter 2), no specific up date has been produced for the purposes of this exception report. This position is primarily due to the majority of indicators being 'annual' and reported at year end. Officers will however continue to monitor performance in line with the conditions of funding to ensure the Council is well placed to present a robust assessment of full year performance for the 2014/15 financial year.

5. <u>Health Check Measures</u>

For Members' information, the detail below <u>excludes</u> information in respect of those services areas transferred in from the former Environmental Services Group.

<table>
<tr><td rowspan="2" style="writing-mode: vertical-lr">Safety</td><td>

- **528** children on the Child Protection (CP) Register, 100% allocated to a key worker (compared to 461 (98%) at Q3 2013/14) 527 of which allocated to a social worker and 1 to someone other than a social worker
- **92.86%** of reviews of Looked After Children, children on the Child Protection Register and Children in Need carried out in line with statutory timescales (compared to 94.3% at Q3 2013/14)
- **55.37%** (1087 out of 1963) of initial assessments completed within 7 working days compared to 50.26% (978 out of 1,946) in Q3 2013/14. Those completed outside statutory timescales took an average of 24.6 days at Quarter 3 2014/15 (compared to 20.7 days at Quarter 3 of 2013/14)
- **74.53%** (1463 out of 1963) of initial assessments completed where the child was seen by a social worker, compared to 67.52% (1,314 out of 1,946) in Q3 2013/14. 33.52**%** (658 out of 1963) of the children were seen alone by a social worker, compared to 28.8% (561 out of 1,946) at Q3 2013/14
- **87.8%** (548 out of 624) of core assessments completed within 35 working days (those completed outside statutory timescales took an average of 67 days). As at Q3 2013/14, 79% (341 out of 431) were completed within 35 working days (those outside statutory timescales took on average 63 days)
- **658** (9 less than September 2014) children were recorded as Looked After at 31/12/14, of which:

Placement Type	Nos. at 30/09/14	No. new to LA system	No. Leaving LA system	No. moves between providers		Nos. at 31/12/14	Inc / Dec
In-house foster carers	324	35	-31	8	-20	316	-8
Independent sector providers	199	10	-16	14	-21	186	-13
In-house residential care	13	1	-2	3	-3	12	-1
Independent sector residential care	45	4	-5	10	-6	48	3
Adoption	26	0	-2	12	0	36	10
With family	56	1	-5	4	0	56	0
Other forms of accommodation	4	5	-4	3	-4	4	0
Total	667	56	-65	54	-54	**658**	-9

Note: Opening position adjusted for 3 ceasing to be looked after

- **100%** (635) of LAC allocated to a key worker (compared to 96.9% (641) in Q3 2013/14), 409 of which allocated to a social worker and 226 to someone other than a social worker
- **97.38%** (186 out of 191) LAC started their 1ST placement with a care plan in place, compared to 96.6% (200 out of 207) in Q3 2013/14
- **119** disabled children are currently in receipt of a direct payment (compared to 108 in Q3 2013/14)

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| Health	- Adult Social Care Services **4583** referrals received compared to 4,749 in Q3 2013/14 **11047** assessments undertaken (including **SPA** assessments) compared to 12,312 in Quarter 3 2013/14 **71.94%** (2,725 out of 3,788) care need reviews completed, compared to 78.35% (3,242 out of 4,138) reviews in Q3 2013/14 **381** (compared to 458 at Q3 2013/14) people assessed during the last 12 months provided with assistive technology as part of their package of care **363** people currently in receipt of a direct payment (compared to 379 at Q3 2013/14) **318** (compared to 434 in Q3 2013/14) homeless presentations decided, 90**%** of which received a decision within the statutory timescale of 33 working days (on average a decision was made within **21** working days, compared to 27 days in Q3 2013/14) **347** Disabled Facilities Grants (mandatory grants to provide adaptations which allow disabled adults and children to maintain independence in their own homes) completed costing **£2,947,021** (compared to 279 DFGs at a cost of £2,339,989 in Q3 2013/14)
Prosperity	**14** Renovation Grants (discretionary grant to assist those on moderate to low income to remove a major hazard from their home) completed, costing **£287,077** (compared to 19 grants costing £541,473 in Q3 2013/14) **210** Maintenance and Repair Grants (minor works of repair mainly targeted at people aged 60+, to ensure elderly people remain safe and warm in own homes) completed, costing **£643,701** (compared to 281 grants costing £862,874 in Q3 2013/14)

6. Supplementary Performance Information

a) Staff sickness and turnover (April 2014 to December 2014)

	Sickness Absence	% Total	% <28 days	% >28 days	% Staff Turnover[1]
People Matter	**Total** (Headcount 2,686)	**8.33**	**1.78**	**6.55**	**9.98**
	Adult Locality Services & Short Term Intervention (Headcount 267)	8.72	2.04	6.68	4.12
	Direct Services, Business & Housing (Headcount 1,805)	9.26	1.81	7.45	11.97
	Children's Services (Headcount 590)	5.46	1.60	3.86	6.44
	Health & Social Care (Headcount 24)	5.22	1.09	1.13	12.50
	Council Wide (for comparative purposes)	**5.06**	**1.27**	**3.79**	**14.57**
	Occupational Health Activities (from the 1st April to 31st December 2014)				
	No. of appointments	Of the **2051** appointments attended, **869** (42.4%) with physiotherapists, **548** (26.7%) were with nursing staff, **482** (23.5%) with counsellors, **149** (7.3%) with medical officers, and **3** (0.1%) with Technician[2]			

[1] Staff turnover is higher than in previous year's primarily due to service restructuring as a result of agreed service changes being implemented

[2] Technicians – undertake health testing of Council officers e.g. sight, hearing, vibration white finger

b) Staff sickness trend comparison

Overall Sickness Absence Trend
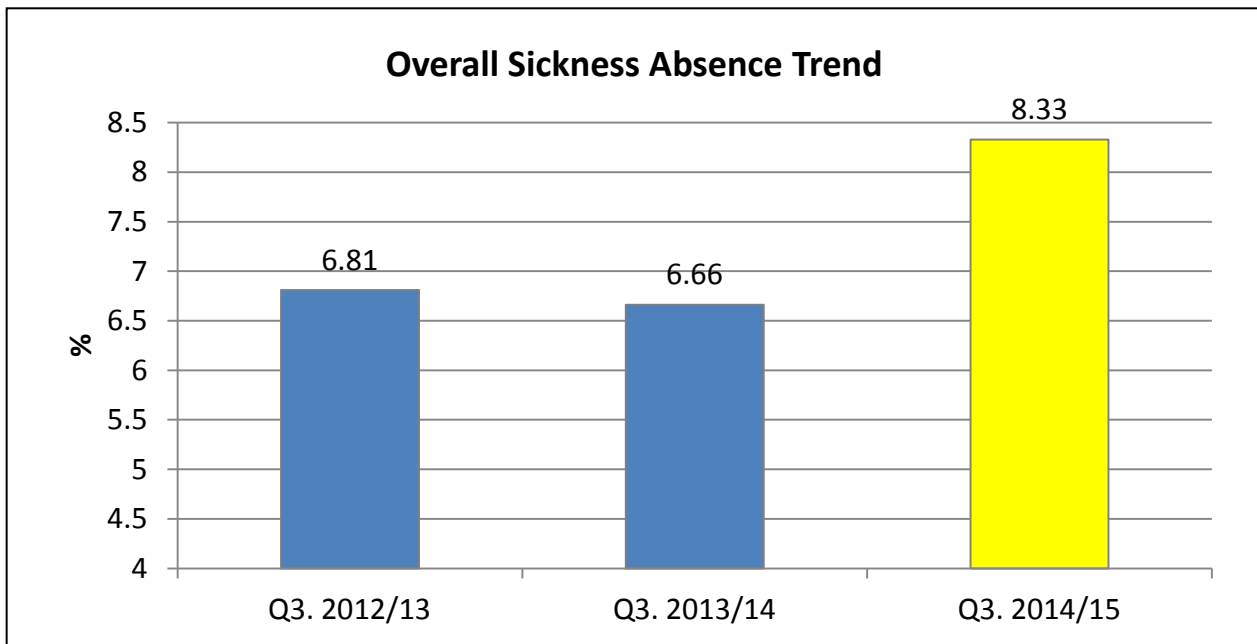
Note:

Briefing paper summarises information presented to the Cabinet Performance & Resources Committee on the 19th March 2015.
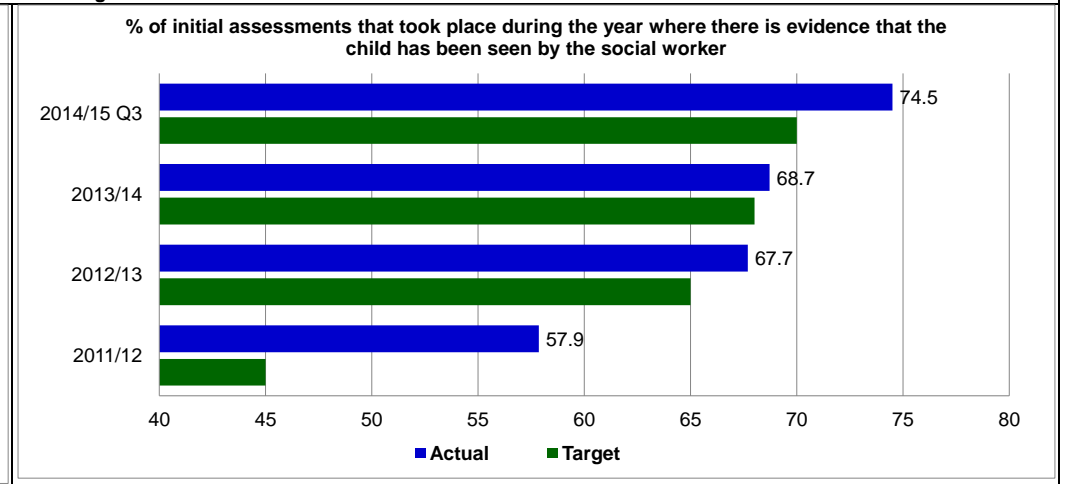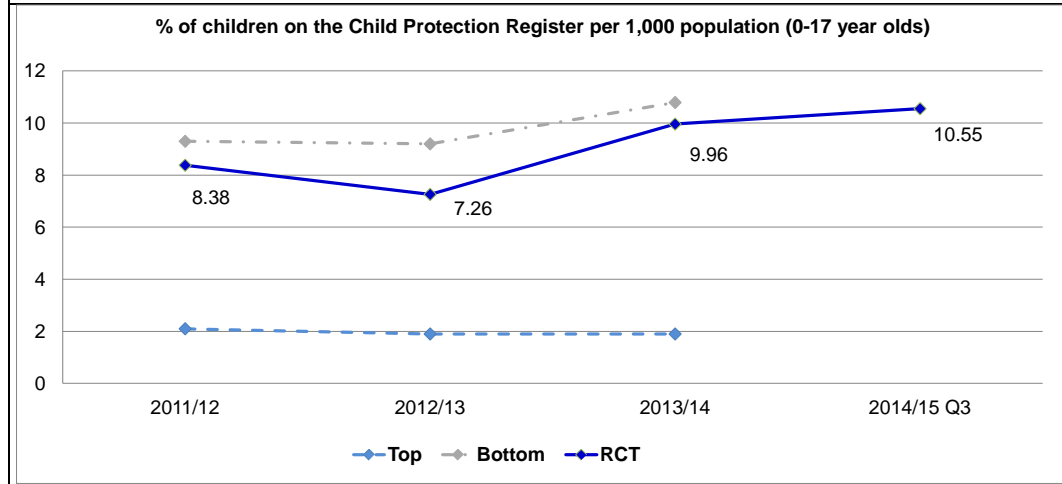
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Wales Programme for Improvement
Keeping all children and young people safe

What we aim to achieve:
Our focus will be on safeguarding and supporting children and young people in need, including those that are carers; significantly improving the range and effectiveness of services designed to support children and families in their own homes; providing high quality care and permanent family homes for children who are unable to live with their birth families; delivering and commissioning high quality services for children in their early years; and preventing young people from becoming involved in criminal activity

Key Corporate Risks - What are the Strategic Risks being addressed by this plan and which Outcomes aim to mitigate them?

Risk Description:	Outcome Reference:
If the demand for Children's Services (Children in Need, Child Protection and Looked After) continues to rise then the ability of the Council to safeguard vulnerable children and families may be compromised.	1

How will we know if we are making a difference:

% of children on the Child Protection Register per 1,000 population (0-17 year olds)

% of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker

Story behind the data:

There has been a continuation of the increasing trend in child protection registrations: 471 as at March 2014, 495 as at June 2014, 519 as at September 2014 and 528 at December 2014.

Ensuring that all children who require safeguarding are subject to safeguarding arrangements is a high priority. Heads of Service have reviewed initial child protection decision making processes and are progressing the findings of this work. In the longer term, work is underway to implement a Multi Agency Safeguarding Hub (MASH) in conjunction with partner agencies.

Story behind the data:

A number of social workers were appointed during quarter 1 and started in their roles during quarter 2. These appointments are increasing the capacity of the service to meet continued high levels of demand and is also supporting a steady improvement in performance overall: at March 2013, 67.7% of initial assessments took place where the child was seen by a social worker; at March 2014 it was 68.7%; at June 2014 it was 64.6%; at September 2014 it was 72.8%; and at December 2014 it was 74.5% For those children not seen by a social worker we ensure that children are allocated to unqualified but suitably experienced workers. When we compare our quarter 3 performance with the 2013/14 all Wales data, this represents bottom quartile performance.

Andrew Gwynn - Service Director, Children's Services - December 2014

Key Priority: Keeping all children and young people safe
Lead Officer: Andrew Gwynn - Service Director, Children's Services

Outcome 1: Enable children, young people and families to access appropriate support as early as possible, to help them maintain their quality of life, prevent any problems escalating and reduce the demand for high cost, specialist support services

Measures									
Title	**2013/14**	**2013/14 All Wales Comparative Data**			**2014/15**				**Comment**
	Annual Performance	**Quartile**	**Rank**	**Average**	**Annual Target**	**Qtr 3 Target**	**Qtr 3 Performance**	**RAG**	
Me01 - No. of children on the Child Protection Register (Local)	471				565	546	528	🟢	
Me02 - No. of referrals made to Children's Services (Local)	3,441				3,923	2,943	2,303	🟢	
Me03 - No. of children becoming looked after (Local)	218				218	163	186	🔴	The service continues to experience demand pressures in this area. To help mitigate this into the future, Looked After Children Panels have been reviewed and streamlined, and new processes put in place
Me04 - % of referrals that are re-referrals within 12 months (Local)	22.5	3	13	22.2	21.0	21.0	20.5	🟢	Quarter 3 performance in 2014/15 (20.5%) was better than the 2013/14 all Wales average of 22.2%
Me05 - % of TAFs completed that result in family goals being achieved (Local)	N/A				N/A	N/A	41.7		For information only

Critical Improvement Action 1: Improve our capacity to prevent the need for statutory intervention by coordinating preventative and early intervention services for families in greatest need more effectively

Title	**Delivery Date**	**RAG**	**Overall Status**	**Comment**
M01 - Draft new Prevention Strategy and consult with all relevant staff and Partners	Jun-14	🟢	Complete	
M02 - Present Prevention Strategy and action plan to Cabinet for consideration and approval	Oct-14	🔴	Target Missed	Submission to Cabinet delayed to take account of the Children's Services remodelling within the strategy
M03 - Implement Prevention Strategy action plan	From Nov-14	🔴	Not on Target	Individual actions have been progressed, however, this work integrates with the Children's Services remodelling. Deadline extended for inclusion within 2015/16 plan

Critical Improvement Action 2: Ensure that the current Team Around the Family (TAF) model makes best use of the total resources available to assess the needs and to co-ordinate services for vulnerable families in need of our support

Title	**Delivery Date**	**RAG**	**Overall Status**	**Comment**
M01 - Work with Partners, to strengthen TAF operating model by: M01 (i) - Increasing dedicated key working capacity	Sep-14	🟢	Complete	
M01 (ii) - Revising documentation and business process to simplify assessment and planning arrangements	Oct-14	🔴	Target Missed	Work has progressed at a slower rate than expected. Deadline extended to March 2015
M01 (iii) - Ensuring effective TAF referrals pathways to and from the MASH are in place	Mar-15	🟢	On Target	

Key Priority: Keeping all children and young people safe
Lead Officer: Andrew Gwynn - Service Director, Children's Services

Outcome 2: Improve assessment, planning and decision making for those children who will require long term permanent care in accordance with legislative requirements

	Measures								
Title	**2013/14**	**2013/14 All Wales Comparative Data**			**2014/15**				**Comment**
	Annual Performance	**Quartile**	**Rank**	**Average**	**Annual Target**	**Qtr 3 Target**	**Qtr 3 Performance**	**RAG**	
Me01 - % of first placements of looked after children during the year that began with a care plan in place (Statutory)	98.9	3	12	90.0	99.5	99.5	97.4	🟡	Qtr 3 2014/15 performance (97.4%) is better than the 2013/14 all Wales average of 90%
Me02 - % of initial assessments that took place during the year where there is evidence that the child has been seen (Local)	91.8				93.0	93.0	94.0	🟢	
Me03 - % of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker (Statutory)	68.7	4	18	78.9	70.0	70.0	74.5	🟢	Qtr 3 data has exceeded 2014/15 target and has improved on 2013/14 performance. However despite our improving trends, if performance continues at this level to the end of the year, the 2014/15 performance will remain in the bottom quartile of the 2013/14 all Wales data
Me04 - % of initial assessments carried out within 7 working days (Statutory)	48.9	4	21	71.9	65.0	65.0	55.4	🔴	The Intake & Assessment Teams are being remodelled & a service improvement plan implemented. As a result of this, the target has not been met but we have improved on our 2013/14 performance. If performance continues at this level to the end of the year, the 2014/15 performance would remain in the bottom quartile of the 2013/14 all Wales data
Me05 - Average time taken to complete initial assessments that took longer than 7 working days to complete (Statutory)	23	4	19	19.0	20.0	20.0	24.8	🔴	The Intake & Assessment Teams are being remodelled & a service improvement plan implemented. As a result of this, the target has not been met, and we have not improved our 2013/14 performance. If performance continues at this level to the end of the year, the 2014/15 performance would remain in the bottom quartile of the 2013/14 all Wales data
Me06 - % of core assessments carried out within 35 working days (Statutory)	80.4	3	15	81.2	86.0	86.0	87.8	🟢	Qtr 3 2014/15 performance is better than the 2013/14 all Wales average of 81.2%

	2013/14	2013/14 All Wales Comparative			2014/15				
Title	Annual Performance	Quartile	Rank	Average	Annual Target	Qtr 3 Target	Qtr 3 Performance	RAG	**Comment**
Me07 - Average time taken to complete core assessments that took longer than 35 working days to complete (Statutory)	68	4	21	58	65	65	66	🟡	The quarter 3 target has not been met, although we have improved compared to our 2013/14 performance. If performance continues at this level to the end of the year, the 2014/15 performance would remain in the bottom quartile of the 2013/14 all Wales data.
Me08 - No. of new applications for mainstream Foster Carers presented to Panel during the year (New) (Local)	20.0				30.0	23.0	15.0	🔴	Additional external support has been secured to provide increased numbers of in house carers but it will take some time for this to impact on the performance indicator
Me09 - % of new mainstream Foster Carers approved by Panel during the year (New) (Local)	N/A				95.0	95.0	100.0	🟢	
Me10 - % of children looked after on 31 March who have had three or more placements during the year (Statutory)	6.6	2	7	8.3	7.0	7.0	6.4	🟢	Qtr 3 2014/15 performance would be in the top quartile of the 2013/14 all Wales data
Me11 - % of looked after children placed with in-house foster carers (Local)	59.1				61.0	61.0	62.9	🟢	
Me12 - % of looked after children placed with external foster carers (Local)	40.9				39.0	39.0	37.1	🟢	

Measures - continued

Critical Improvement Action 1: Develop and implement a new operating model for children's social care

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Establish Programme Board to oversee the development and implementation of new model	Jul-14	🟢	Complete	
M02 - Consult with staff groups, other service areas and partners to inform the planning and development of the new operating model	Sep-14	🟢	Complete	
M03 - Draft new operating model and submit to Cabinet for approval	Jan-15	🟢	On Target	
M04 - Develop an implementation plan for the new operating model	Mar-15	🟢	On Target	

Critical Improvement Action 2: Achieve improved performance in assessment and care planning arrangements that is quality assured

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Strengthen existing performance improvement arrangements to ensure that data is used more effectively to identify and address performance issues and to monitor outcomes	Jul-14	🟢	Complete	
M02 - Agree implementation of the Quality Assurance Framework, focussing on the quality of assessment and care planning and monitor impact of implementation	Oct-14	🔴	Target Missed	Initial work on the quality assurance framework has been completed and will be implemented as part of the Children's Services Remodelling work. Deadline extended to be included within 2015/16 plan

Critical Improvement Action 3 - Ensure that business processes and information systems are fit for purpose, reducing bureaucracy and freeing up social work time for direct work with families

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Map existing business processes within Assessment Care Planning and identify any barriers, inconsistencies or process inefficiencies in delivering service objectives	Mar-15	🟢	On Target	
M02 - Prioritise areas for improvement and agree programme plan for redesign and implementation	Mar-15	🟢	On Target	
M03 - Work with the South East Wales SWIFT Consortium to: M03 (i) - Implement the new combined initial & core assessment module	Oct-14	🟢	Complete	
M03 (ii) - Implement the new child plan module	From Mar-15	🔴	Not on Target	This work is dependent upon the South East Wales Consortium (SEWC), which Rhondda Cynon Taf is a part of, developing a module to meet the needs of all participating authorities. To date, no module is available for implementation
M03 (iii) - Agree support plan with Consortium to support ongoing development of children's case management system	Mar-15	🟢	On Target	

Critical Improvement Action 4 - Recruit, develop and retain a highly motivated and skilled workforce, which is responsive to the needs of children, young people, their families

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Develop Children's Services workforce strategy, informed by needs analysis, good practice and staff consultation to inform the development of new operating model	Dec-14	🔴	Target Missed	Draft report completed based on needs analysis and the involvement of staff. The work is being used to inform the remodelling
M02 - Present workforce strategy to Cabinet for consideration /approval	Jan-15	🔴	Not on Target	Deadline extended to March 2015

Critical Improvement Action 5: Implement Multi Agency Safeguarding Hub (MASH) for referrals received where there are safeguarding concerns in relation to Children and Young People

Title	Delivery Date	RAG	Overall Status	Comment
M01 - With partners (to include the Police and Merthyr Tydfil County Borough Council), determine a multi-agency risk threshold for access into MASH and agree a risk assessment model for children's cases	Oct-14	🟢	Complete	
M02 - With Partners, develop options appraisal for taking forward MASH	Oct-14	🟢	Complete	
M03 - Produce report setting out preferred MASH model and present to Cabinet for approval	Dec-14	🟢	Complete	
M04 - With Partners, implement preferred regional service model	Mar-15	🟢	On Target	

Critical Improvement Action 6: Agree and implement a model for services for young people aged 16+ in RCT that ensures a consistency of approach that achieves the best possible outcomes for the young person involved

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Establish a Project Group to lead on the development and implementation of the new service model	Apr-14	🟢	Complete	
M02 - Consult with staff groups, other service areas and partners to inform the planning and development of the new service model	Jul-14	🟢	Complete	
M03 - Draft new operating model and submit to Cabinet for consideration / approval	Oct-14	🔴	Target Missed	Work on the 16+ service has progressed and will be incorporated within Children's Services Remodelling work. Deadline extended for inclusion within the 2015/16 plan.
M04 - Develop an implementation plan for implementation of the new operating model	Dec-14	🔴	Target Missed	As for MO3 above

Critical Improvement Action 7: Continue to provide sufficient, suitable and cost effective care placements to meet the needs of children looked after and care leavers

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Establish Regional Adoption Service in partnership with Merthyr, Cardiff and Vale of Glamorgan Councils: M01(i) - With Partners, develop options appraisal for taking forward regional service model	Jul-14	🟢	Complete	
M01(ii) - Produce report setting out preferred option for the regional service and present to Cabinet for approval	Sep-14	🟢	Complete	
M01(iii) - With Partners, implement preferred regional service model	Dec-14	🔴	Target Missed	Delays have occurred whilst awaiting the appointment of a Regional Manager (lead by Vale of Glamorgan CBC). Deadline extended and will be included within 2015/16 plan.
M01(iv) - Restructure the retained in-house service to reflect changing roles and responsibilities following establishment of Regional Adoption Service	Dec-14	🔴	Target Missed	Structures have been drafted, however, implementation is reliant upon design and implementation of the Regional Service model. Deadline extended and will be included within 2015/16 plan.
M02 - Restructure the Fostering Service to reflect the changes in service delivery model	Dec-14	🟢	Complete	
M02(i) - Monitor on a quarterly basis the impact of new external contract on the recruitment and assessment of foster carers and report performance through LAC Action Plan	From Jul-14	🟢	Complete	
M02(ii) - Review current capacity of the in-house fostering team and the effectiveness of business processes to ensure it is best placed to meet the changing demands and service needs	Oct-14	🔴	Target Missed	Work has been scoped, however, progress has been slower than anticipated due to changes at Senior Management level. Deadline extended and will be included within 2015/16 plan.
M03 - Continue to challenge the commissioning mix of care placements to make best use of the Council's resources whilst achieving value for money	Mar-15	🟢	Complete	
M04 - Work with Housing to agree an accommodation scheme for children between the ages of 16 and 18 that provides a pathway between care and independence	Oct-14	🔴	Target Missed	Work has progressed and the procurement process is underway. Deadline extended until March 2015

Wales Programme for Improvement
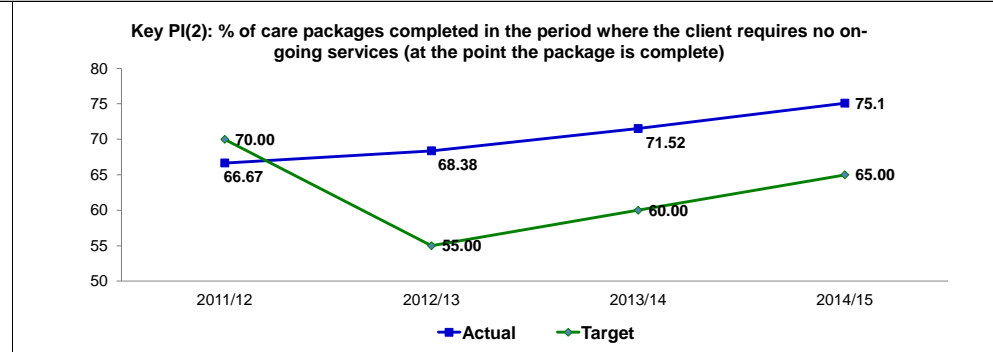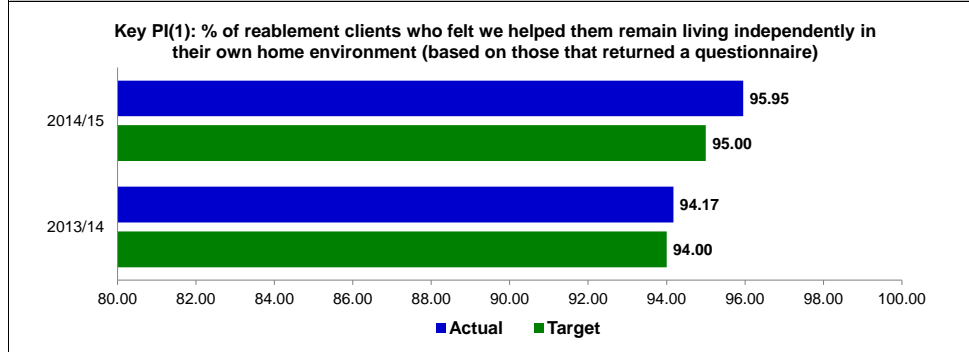**Supporting vulnerable adults and older people to live independently**

What we aim to achieve:
The Council will continue to reconfigure its services, with the University Health Board and other partners, to ensure older and vulnerable people and their carers are supported to remain in control of their care arrangements and accommodation. Our priority is to provide good quality interventions that support independence whilst also retaining a focus on safeguarding vulnerable adults from neglect and abuse

Key Corporate Risks - What are the Strategic Risks being addressed by this plan and which Outcomes aim to mitigate them?

Risk Description:	Outcome Reference
The changing demographics and likely increase in demand to social services may impact on the ability of the Council to safeguard its vulnerable adults, keep citizens independent for longer and result in increased costs of providing services.	1
If the Council does not prepare adequately for the potential implications of the Social Services and Wellbeing (Wales) Act, then it may not meet its duties to provide appropriate services to its citizens.	2

How will we know if we are making a difference:

Key PI(1): % of reablement clients who felt we helped them remain living independently in their own home environment (based on those that returned a questionnaire)

Key PI(2): % of care packages completed in the period where the client requires no on-going services (at the point the package is complete)

Story behind the data:
From April 2012 we have started to collect information on whether or not clients felt we helped them remain living independently in their own home environment. For 2013/14 we sent questionnaires to 1,320 people, 326 returned them and 307 felt we helped them achieve this (94.17%). Between April and December 2014 we sent questionnaires to 1,136 people, 173 responded to the questionnaire and 166 felt we helped them remain living independently in their own home (95.95%). This compares to 96.23% in quarter 1 and 98% in quarter 2 of 2014/15.

Story behind the data:
In 2013/14 1,127 people accessed the service, of which, 806 (71.5%) required no on-going support at the point of completing the reablement package. Between April and December 2014, 747 people accessed the service with 561 (75.1%) requiring no on-going support. This compares to 76.99% in quarter 1 and 75.4% in quarter 2 of 2014/15.

Bob Gatis - Service Director, Adult Services - December 2014

Key Priority: Supporting vulnerable adults and older people to live independently
Lead Officer: Bob Gatis - Service Director, Adult Services

Outcome 1: Safeguard adults whose circumstances make them vulnerable, ensuring they are treated with dignity and respect and are protected from avoidable harm

Measures								
	2013/14	2013/14 All Wales Comparative Data			2014/15			
Title	Annual Performance	Quartile	Rank	Average	Annual Target	Qtr 3 Target	Qtr 3 Performance	RAG	Comment
Me01 - % of people 65+ supported in community – balance of care (Local)	83.79	3	12	83.71	83.80	83.80	82.64	🟡	Qtr 3 performance has not met target and if performance continues at this level to the end of year, 2014/15 data will be below the 2013/14 all Wales average of 83.71%
Me02 - % adult protection referral completed where the risk has been managed (action 3) (Local)	96.11	3	13	94.45	96.10	96.10	96.27	🟢	Qtr 3 performance has exceeded target and is better than our 2013/14 performance level. If performance continues at this level to the end of the year, 2014/15 data will be better than the 2013/14 all Wales average of 94.45%

Critical Improvement Action 1: Implement Multi Agency Single Hub (MASH) across the Cwm Taf region, which co-ordinates referrals received where there are safeguarding concerns

Title	Delivery Date	RAG	Overall Status	Comment
M01 - With Partners, develop options appraisal for taking forward MASH	Jul-14	🟢	Complete	
M02 - Produce report setting out preferred MASH model and present to Cabinet for approval	Oct-14	🟢	Complete	
M03 - With Partners, implement preferred regional service model	Mar-15	🟢	On Target	

Critical Improvement Action 2: Strengthen quality assurance approaches to ensure that agreed standards are being achieved and the needs of the people we support are being met

Title	Delivery Date	RAG	Overall Status	Comment
M01(i) - Review existing quality assurance framework for assessment and care management functions and identify changes for improvement	Dec-14 Revised Jun-15	🟢	On Target	
M01(ii) - Implement revised quality assurance framework	Mar-15 Revised Jun-15	🟢	On Target	
M02 - Review contract management framework for commissioned services and identify changes for improvement: M02(i) - Accommodation services	Dec-14	🔴	Target Missed	Progress has fallen behind schedule and this action will be carried forward into 2015/16
M02(ii) - Home based services	Jun-15	🟢	On Target	
M02(iii) - Third Sector services	Sep-15	🟢	On Target	
M03 - Implement revised contract management framework for commissioned services: M03(i) - Accommodation services	Mar-15	🔴	Not on Target	Progress has fallen behind schedule and this action will be carried forward into 2015/16
M03(ii) - Home based services	Sep-15	🟢	On Target	
M03(iii) - Third Sector services	Dec-15	🟢	On Target	

Critical Improvement Action 3: Ensure early identification of people with a caring role

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Improve the way carers, and the extent of their caring role, are identified at the initial point of access into social care services and sign post to appropriate support	Dec-14	🟢	Complete	
M02 - Ensure that all carers 'as defined under the Carers Recognition Act' are offered an assessment in their own right	Mar-15	🟢	On Target	
M03 - Encourage staff across the Council to participate in e-learning to better understand the caring role, commencing within: M03(i) - Community & Children's Services	Sep-14	🟢	Complete	
M03(ii) - Council wide	Mar-15	🟢	Complete	

Critical Improvement Action 4: Continue to focus on the quality of the Council's residential dementia service to better support the dignity and wellbeing of service users and carers and protect people from harm

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Introduce Butterfly Project to Cae Glas Home for the Elderly	Dec-14	🟢	Complete	
M02 - Undertake an evaluation of the impact that the Butterfly Project has had for residents, families and staff at Clydach Court and Dan y Mynydd Residential Homes	Oct-14	🟢	Complete	

Key Priority: Supporting vulnerable adults and older people to live independently
Lead Officer: Bob Gatis - Service Director, Adult Services

Outcome 2: Promote wellbeing and independence, choice and control of adults who need support, within available resources, through prevention and greater integration of health and social services

	Measures								
	2013/14	2013/14 All Wales Comparative Data			2014/15				
Title	Annual Performance	Quartile	Rank	Average	Annual Target	Qtr 3 Target	Qtr 3 Performance	RAG	Comment
Me01 - % of care packages completed in the period where the client requires no ongoing services (at the point the package is complete) (Local)(OA)	71.52				65.00	65.00	75.10	🟢	This measure is also shown graphically at the front of the plan
Me02 - % of reablement clients who felt they had been helped to remain independent (Local)	94.17				95.00	95.00	95.95	🟢	This measure is also shown graphically at the front of the plan
Me03 - Average number of calendar days taken to deliver a Disabled Facilities Grants (DFGs) for Adults (Local)	228	2	10	236	260	260	205	🟢	Qtr 3 performance has exceeded 2014/15 target and is above the 2013/14 all Wales average of 236. If performance continues at this level, 2014/15 data will be better than the 2013/14 all Wales average
Me04 - % of carers of adult services users who were offered an assessment in their own right during the year (Statutory)	60.4	4	20	85.8	60.0	60.0	49.2	🔴	It is still proving difficult to establish a process that easily captures the required information to inform this measure. Anecdotally we believe that carers are engaged in assessments and their needs are reflected in packages of care. We are looking to make data recording processes less onerous which will improve data and in turn demonstrate improved performance. In the meantime our current reported level of performance is in the bottom quartile based on 2013/14 all Wales data.
Me05 - % of clients choosing their own service providers through Direct Payments (Local)	12.54				13.00	13.00	12.80	🟡	

Critical Improvement Action 1: Utilise intermediate care grant funding to expand current intermediate care and reablement services to support more timely discharge from hospital and help more people live independent of social care services

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Develop a business case to create a Single Point of Access for all reablement and intermediate care services across Cwm Taf	Jan-15	🔴	Not on Target	The business case for an Integrated Service is not yet complete due to extended time needed to fully engage with partners. Revised delivery date in the process of being determined
M02 - Establish specialist intermediate care "step up / step down bed" unit at a Council owned Care Home	Mar-15	N/A	N/A	The multi-agency group have reconsidered the need for these beds and determined that there is not sufficient demand to warrant development of beds. This is no longer a priority.

Critical Improvement Action 2: Increase the use of technology to support people to live independently and manage the risks associated with vulnerable people living at home

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Review the existing telecare policy and, if appropriate, remodel the existing safe at home service we offer to ensure it can meet the changing demands and needs of the people that require support	Jan-15	🔴	Not on Target	A review of the telecare processes has been completed. Proposals to address the findings of the review are currently being drafted. Revised delivery date - April 2015
M02 - Utilising the Intermediate Care Fund, pilot the use of stand alone telecare to support more people to remain independent	Mar-15	🟢	On Target	

Critical Improvement Action 3: Expand the opportunities for more people to access Direct Payments

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Evaluate the effectiveness of the managed account pilot undertaken in 2013/14	Jun-14	🟢	Complete	
M01(i) - Update Direct Payment Policy in relation to managed accounts	Oct-14	🟢	Complete	
M01(ii) - Implement revised Direct Payment Policy	Jan-15	🟢	On Target	
M02 - Implement a system to routinely obtain and evaluate service user opinion on the benefits and barriers of using Direct Payments	Oct-14	🟢	Complete	

Critical Improvement Action 4: Increase the supply of specialist community based housing accommodation and support to enable people to remain in their own homes

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Work with Housing Provider to commission a new purpose built extra care home in Talbot Green	(Oct-15) Revised Mar-16	🟢	On Target	
M02 - Work with housing partners to develop an accommodation strategy that meets demand and is financially sustainable	Mar-15	🔴	Not on Target	Work has been delayed to ensure that the wider requirements of the new Social Services and Wellbeing Act are fully considered and incorporated in the Accommodation Strategy. Revised target date June 2015
M03 - Work with Housing Provider to pilot new model of community based outreach housing related support to older people	Jan-15	🟢	Complete	

Critical Improvement Action 5: Make best use of our available resources to meet the needs of a growing population and future commissioning intent in line with the new Social Services and Wellbeing Act

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Complete review of in-house provider services to assess value for money and the future opportunities for service delivery	Jan-15	🔴	Not on Target	The review has been extended to incorporate the wider requirements of the new Social Services and Wellbeing Act. Revised target date June 2015
M02 - Assess the on-going sustainability of operating current levels of eligibility for adult social care against a background of increasing demographics, reducing resources and the pending changes of the Act	Oct-14	🟢	Complete	
M03 - Implement remodelling of community day centre provision in line with the Council's 2014/15 Budget Strategy	Jun-14	🟢	Complete	

Critical Improvement Action 6: Shift more of our investment from traditional services to services that promote independence and support communities to find solutions for themselves

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Renew our current 2011 / 2015 Commissioning Strategy	Jan-15	🟢	Complete	Draft multi agency commissioning strategy has been completed and is currently subject to consultation with partners through joint processes. It is anticipated that this process will be completed in April 2015
M02 - Utilising the Intermediate Care Fund, involve our communities and the third sector in building capacity and confidence to provide services at a local level: M02(i) - Work with the Third Sector representatives to appoint, on a pilot basis, local community coordinators to help people take advantage of opportunities within the community	Jun-14	🟢	Complete	
M02(ii) - Work with the Third Sector representatives to pilot use of local community capacity fund to enable Third Sector providers to respond to unmet need	Aug-14	🟢	Complete	
M02(iii) - Work with the Third Sector representatives to facilitate workshops to explore current community based capacity	Sep-14	🟢	Complete	
M03 - Ensure that information, advice and assistance is available at the right time in the right way so that people can make informed choices about their future: M03(i) - Update the Cwm Taf Safeguarding Website for vulnerable adults	Feb-15	🔴	Not on Target	The content of the website has been updated but is not yet available to residents. We are currently working to change the website hosting arrangements that has meant its availability to residents has been delayed. Revised implementation date – April 2015
M03(ii) - Ensure that all Adults entering Social Care are referred to the Welfare Rights Service	Jul-14	🟢	Complete	

Critical Improvement Action 7: Ensure people's needs are assessed in a timely manner and the care provided is appropriate

Title	Delivery Date	RAG	Overall Status	Comment
M01 - Work with the Cwm Taf University Health Board and Merthyr Tydfil to commence implementation of new integrated assessment guidance for older people	Jul-14	🟢	Complete	
M02 - Complete redesign of the Adaptation and Community Equipment (ACE) Team to reduce the time people wait for an assessment for aids and equipment: M02(i) - Agree new ACE Team service model	Jul-14	🟢	Complete	
M02(ii) - Implement new model	Oct-14	🟢	Complete	
M03 - Redesign the operating practices and procedures of the Sensory Team to ensure a more timely response to individuals' needs: M03(i) - Review current working practices and procedures & identify changes for improvement	Oct-14	🟢	Complete	
M03(ii) - Implement new model	Jan-15	🔴	Not on Target	Following the review of practices and procedures in the Sensory Team, we are continuing to work towards implementing the new model. We are developing clearer service delivery and review processes as well as improved data capture arrangements through SWIFT. Revised implementation date - April 2015

Appendix B

Feedback as at the 31st December 2014

Examples of how '**Supporting vulnerable adults and older people to live independently**' Priority Plan is making a difference:

We said we would promote wellbeing and independence, choice and control for adults who need support.

Mrs X is a 79 year old woman who lives alone.

Following a fall and a spell in hospital, Mrs X returned home. She was unable to climb the stairs, so she was living and sleeping downstairs. She initially received short term personal care and meals on wheels.

Keen to regain her independence Mrs X was provided with 2 elbow crutches and also a trolley so that she could transport meals from her kitchen to the living room. She was helped to practise using these over a few days so that she became increasingly confident at using them. Mrs X was also referred to our Reablement service and she was then able to practice stairs mobility to allow her to go upstairs to bed, as well as improve her indoor/outdoor mobility. Her personal care was reduced as she recovered from her fall and grew in confidence.

By the end of the services put in place Mrs X was able to go upstairs independently, and her mobility had progressed to the point where she is now able to get around with one stick outdoors and is once again able to go out socially to meet up with her friends and go shopping.

Miss W was referred to the Welfare Rights Team from the Learning Disabilities Service as she had failed an Employment and Support Allowance (ESA) Board and was receiving no income.

Miss W required support to appeal the Board decision. As a result of her successful appeal, her ESA was reinstated and payments were backdated for one year. In addition, support was provided to Miss W to submit a claim for Personal Independence Payment (PIP). This was also awarded.

Intervention provided by the Council's Welfare Rights Service ensured that Miss W now receives the full benefits to which she is entitled, to help maintain her independence.

APPENDIX C

**Other performance indicators that did not meet the target by more than 5%
as at quarter 3**

<u>Children's services related</u>

–   No. of children becoming looked after (Local)

–   No. of new applications for mainstream Foster Carers presented to Panel during the
    year (New) (Local)

–   % of open cases of children allocated to someone other than a social worker where
    the child is receiving a service - children on the child protection register (Local)

–   % of open cases of children allocated to someone other than a social worker where
    the child is receiving a service - children looked after (Local)

–   % of children looked after who had a fully completed and updated Assessment and
    Progress Record at their third review (Local)

–   % of health assessments for looked after children due in the year that have been
    undertaken (Local)

–   % of young people formerly looked after with whom the authority is in contact, who are
    known to be engaged in education, training or employment at the age of 19 (Statutory)

–   % of children looked after during the year with a Personal Education Plan within 20
    school days of entering care or joining a new school in the year (Local)

–   % of open cases of children with an allocated social worker where the child is
    receiving a service - Children in need (Local)

–   % of open cases of children allocated to someone other than a social worker where
    the child is receiving a service - Children in need (Local)

<u>Adult services related</u>

–   The rate of older people (aged 65 or over): supported in the community per 1,000
    population aged 65 or over at 31 March (Statutory)

–   % of clients with a care plan at 31 March whose care plans should have been
    reviewed that were reviewed during the year (Local)

–   % of young carers known to Social Services who were assessed (Local)

–   % of young carers known to Social Services who were provided with a service (Local)