Department for Communities

Supporting Independence, Keeping safe, Improving Health & Wellbeing

Our approach to managing performance

Final July 2015

Contents

Introduction

Welcome to the Social Care, Health, Housing & Leisure approach to performance management. This approach has been produced with the involvement of people from across the department, to give a clear and concise guide to:

- Our key objectives and priorities
- What we believe a good service looks like to us
- Our priorities for delivering a good service
- How we will use performance measures to continually improve

We have developed our approach to managing performance to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. We will use measures to ensure we do the right thing and drive continuous improvement. Through this guide Managers and staff are clear about where they fit into this approach.

This approach will ultimately drive improvement and result in improved outcomes for service users.

It will be managed through a monthly performance meeting chaired by the Director of Community Services.

The Integrated Community Strategy

Together with the Local Service Board we have published a five year *Integrated Community Strategy* (ICS) which includes the Community Strategy, Children and Young Peoples Plan, Health Social Care and Well Being Strategy and objectives on the Environment and Regeneration.

The ICS (LINK) has an overarching vision for the county which is for "a Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities." This is achieved by focusing on five strategic outcomes:

1. People in Carmarthenshire are Healthier

People are living longer with a higher quality of life but our care needs are becoming more complex. The challenge now facing us is to prevent ill health in the first place. We contribute to this objective by:

- Ensuring each child has the best start in life
- Preventing ill health and encouraging healthy and active living
- Improving the Emotional, Mental Health and Well-being of all people in the county
  Reducing inequities in health

- Improving housing conditions and reducing homelessness
- Improving access to health and social care for all people including vulnerable groups
- Reducing drug and alcohol misuse

2. People who live, work and visit Carmarthenshire are safe and feel safer

Carmarthenshire remains one of the safest areas in the UK. However, we must continue to work together to address the problems identified by local communities to ensure that we all feel safe in the area in which we
live. We contribute to this objective by:

- Maintaining and striving to reduce further the levels of crime that are amongst the lowest in England and Wales
- Improving the confidence of local communities that we are tackling the issues that matter most to them and impacting on crime levels
- Reducing anti-social behaviour by working in partnership to tackle local problems
- Reduce the incidences of alcohol-related violence
- Safeguarding all people from abuse, victimisation, neglect and exploitation
- Reducing speeding and the number of road traffic accidents

3. Carmarthenshire's communities and environment are sustainable

We want to ensure that we develop sustainably so that everyone in the county is able to enjoy a better quality of life now and for generations to come. We contribute to this objective by:

- Living within our environmental limits using only our fair-share of earth's resources and minimising our carbon emissions
- Reducing waste and moving towards becoming a zero-waste county
- Supporting opportunities for the building of economically viable and sustainable communities
- Protect, enhance and conserve our natural and built environment and champion biodiversity in the county
- Developing resilient and sustainable communities
- Developing sustainable transport options
- Ensuring the promotion of the Welsh language and Welsh culture

4. Carmarthenshire has a stronger and more prosperous economy

We will work together to make Carmarthenshire a more prosperous place. We contribute to this objective by:

- Retaining and attracting young people to the county and maximise their achievements and aspirations
- Creating high quality jobs across the county through development and investment
- Keeping investment in the local economy
- Tackling poverty and its impact on the local economy
- To build a bilingual economy and workforce

5. People in Carmarthenshire fulfil their learning potential

We all want Carmarthenshire's children and young people to have the best possible start in life, gaining the skills and knowledge they need to lead happy, healthy, fulfilling lives. We contribute to this objective by:

- Providing the best opportunities for lifelong learning and development for all
- Improving skills and training to increase employment opportunities for all
- Supporting parents & families to develop their children's learning
- Developing an Inclusive Society
- Increasing the provision of childcare, education and training through the medium of Welsh

As a directorate, our priorities reflect those in the ICS. This helps us know what matters most. We will ensure this approach to managing performance and divisional business plans actively supports the delivery of our integrated strategy.

Key Improvement objectives and the outcome agreement

This approach will ensure we are focussed on delivering on all our commitments and priorities. However we place special emphasis on Key Improvement Objective Priorities (KIOP's) and Outcome agreements (OAG's). All Councils in Wales have their own agreements which set out how councils are working towards improving outcomes for local people, within the context of the Welsh Government's national priorities. The Outcome Agreement has a £1.9m performance grant that is awarded for targets that we have to meet. These are important as they are included in our Annual Report and Improvement Plan (ARIP) which publically reports on our performance. For our directorate, this includes:

- **Support the growing numbers of older people to maintain dignity and independence in their later years**
- **Improve the Council housing stock and assist local people to gain access to rented and affordable homes**

What is the Council's Vision? - *A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities.* (Source: Integrated Community Strategy – 2011/16)
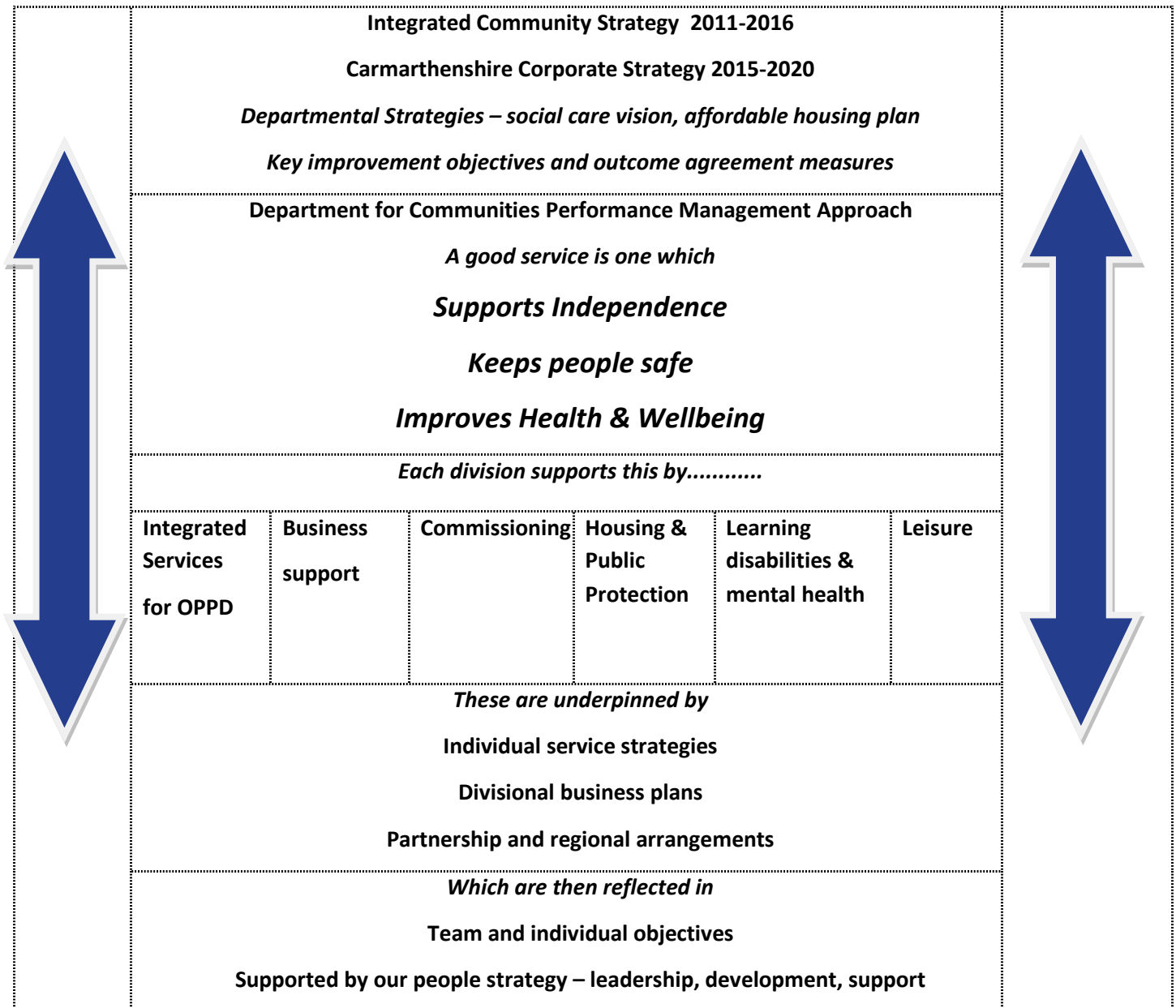
What are the Council's Core Values?
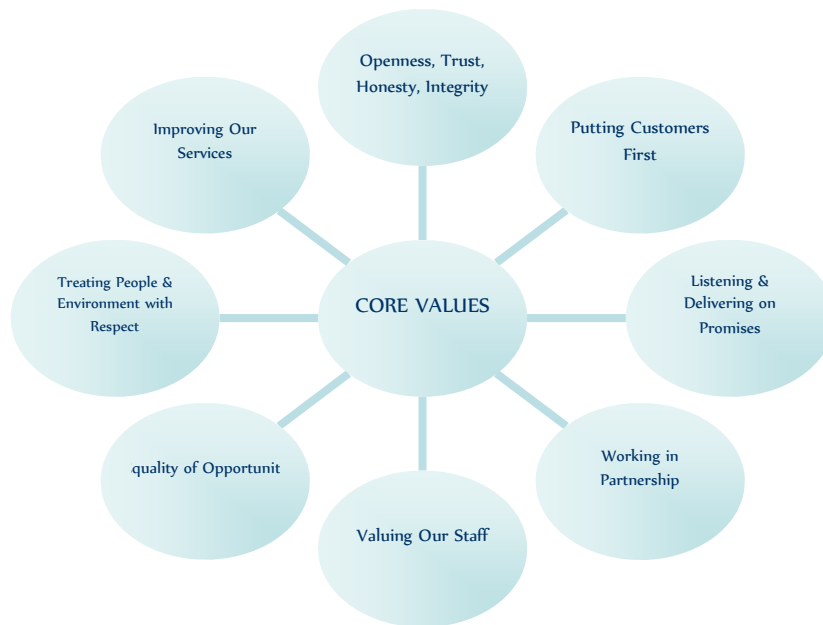
N.B. - This is currently under review and will be updated when exercise is complete.

Our approach

Our approach is to link our Council's (and partners) priorities, through the directorate, to teams and individuals.

	Integrated Community Strategy 2011-2016

Integrated Community Strategy 2011-2016

Carmarthenshire Corporate Strategy 2015-2020

Departmental Strategies – social care vision, affordable housing plan

Key improvement objectives and outcome agreement measures

Department for Communities Performance Management Approach

A good service is one which

Supports Independence

Keeps people safe

Improves Health & Wellbeing

Each division supports this by...........

Integrated Services for OPPD	Business support	Commissioning	Housing & Public Protection	Learning disabilities & mental health	Leisure

These are underpinned by

Individual service strategies

Divisional business plans

Partnership and regional arrangements

Which are then reflected in

Team and individual objectives

Supported by our people strategy – leadership, development, support

What a good service looks like – what matters to us

This approach to managing performance was developed during a series of workshops with a cross section of people from each division.

This was followed by further consultation with divisional management teams and staff. We decided what matters to us:

Supporting independence – managing the work we do or commission to enable independence

Keeping safe - the way services are constructed and provided to ensure that people feel safe and secure

Improving Health & Wellbeing – ensuring services improve health and well being
To do this, we have to support:

Information, Advice and Signposting – by communicating in a timely, appropriate and accessible way

Valuing the Workforce – by implementing our people strategy to ensure leadership, support and development

How do we know we are delivering?

We will capture and share information to understand how well we are doing. We have developed criteria for these measures to ensure they help us understand what is happening and what we need to do to improve. These criteria are:

- Relates to what a good service looks like and tell us if we are meeting our purpose.
- Shows variation over time – are we getting better?
- Used to *understand* and improve our interventions and services.
- Can be used by teams to challenge and control their services to secure continuous improvement
- Used by managers to act on the services to make them better

To have an informative and meaningful basket of measures (which will change over time as services and challenges change), we will include:

- Measures of numbers such as how much and how many – this will help us understand demand and activity.
- Measures of quality – how well we do something and the difference our services make.
- Measures of controlling resources – which highlights how well we manage the relationship between the demand for our services and the impact of decisions on our resources.

The information to calculate measures will come from a number of sources such as statutory performance indicators, activity data, user consultation and financial systems. New bespoke measures may be needed to ensure we collect the right information. The results will be used by managers and their teams to understand what happens in services leading to knowledge about what needs to be done or done better. It will also ensure identified actions or improvements are implemented.

Supporting Independence

How we help people to become and remain independent through the work we undertake or commission, including work undertaken in partnership with other agencies.

Our Statement of Intent

- We recognise individuals are different and responses will be tailored to meet these differing needs, demands and aspirations
- Service limitations will be known to ensure expectations of all are realistic and achievable
- Our work with partners, the independent sector and other organisations will deliver quality services in the most appropriate way

Principles of Supporting Independence - services which are:

- Built around the need of the individual and are committed to putting the user at the centre of decision making
- Easily accessible and available when needed, and delivered in a timely and responsive way
- Provided by teams and individuals working together to find a workable, deliverable solution that makes a positive difference
- Flexible and responsive to meet changing needs
- Open and transparent which thrive on robust and constructive challenge

Measures

- **Assessments**: Number waiting for assessment, number (%) completed which has led to a commissioned service
- **Reviews**: % of reviews completed against target, reviews ceased/reduced/ increased intervention in £
- **Reablement**: % users leaving without a long term service
- **Repeat enquires** (within a set time frame) as a %of overall enquires
- **Starting a service** (Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence)
- **Leaving a service** (Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence)
- **Net number accessing a service** (as at a date in time)

(Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence) cost £

- **Direct payments** cost and average spend by area
- **Double handed calls** and cost spread of the total cost of packages
- **Dom care monthly hours**; Homecare spend monthly (Cumulative and average) and number of people monthly
- **Rent arrears:** The level of current tenants/former tenants
- **Void time:** Average for a standard/non standard property
- **Adaptations and DFG:** Average number of calendar days between initial contact for an adaptation and receipt of the adaptation (all adaptations)
- **LD/MH** residential placements as at a date in time and cost £
- **GP referral scheme:** Number of referrals & % completed
- **DTOC and length of stay in hospital**

Keeping Safe

This covers the way in which our services are provided to ensure that people feel safe and secure.

Our Statement of Intent

- We complete and share timely and informed risk assessments
- We adopt safe working practices, balanced against risk, implemented by trained and professional people
- Robust safeguarding arrangements are in place to protect the frail, vulnerable and elderly
- Commissioning arrangements are designed to give us good quality, value for money, providers and services
- Contract management arrangements deliver quality and safety
- Everyone that we work with is encouraged to contribute to improving safe working arrangements
- Preventative services are designed to deliver safe and sustainable communities

We believe that safe arrangements:

- provide quality services in a timely and appropriate manner to ensure that customers are safe
- have effective systems and processes in place to ensure safe working practices
- support understanding of the relationship between decision making and impact
- commission, manage and monitor services to ensure that they operate safe working practices
- ensure services fulfil statutory obligations and complies with local/national policies and approved guidance in order to keep people safe

- have effective risk assessments which balances risk and supports safe working
- have clear and transparent safeguarding arrangements which supports the welfare of the individual
- support and monitor staff to work safely

Measures

- **DOLs** assessments and those outstanding, time from referral to completion of assessment
- **Food hygiene inspections** number completed
- **Support to live in the community**: Number of people supported to live in their home
- **Critical interventions** required by Trading Standards
- **Food hygiene**: % of food premises with a score below 3
- **Gas servicing**: % of council homes which have had a gas service within the last 12 months
- **Housing related support:** Number of days people referred for housing-related support wait for an assessment of their needs to start/time from referral to first contact/ time from first contact to receipt of service
- **Care/support plan**: clients have an up to date care plan and risk assessment
- **Safeguarding:** the number of referrals**,** outcomes of the referral
- **Safeguarding:** the length of time from enquiry to strategy meeting**,** the length of time from strategy meeting to conclusion
- % of Children who can swim 25m when they leave primary school
- Number of care providers under escalating concerns

Improving Health & Wellbeing

This covers the way in which our services are designed and delivered to improve health and wellbeing.

Our Statement of Intent

- Enabling people to make informed choices and decisions about living healthy and fulfilled lives
- Reduce the stigma and discrimination associated with mental illness
- Commission and provide services that focus on improving well-being
- Provide and promote good quality, warm and affordable homes

We believe that to maintain wellbeing we need:

- improve the quality of life for carers by providing appropriate support for carers and the cared for

- improve services to reduce alcohol and drug misuse
- ensure we have sufficient and suitable housing, including housing related support, particularly for vulnerable people
- provide services which work together to support individuals with dementia and their carers
- support people with learning disabilities and Autistic Spectrum Conditions
- provide coordinated services for people with mental ill health
- improving energy efficiency of homes, reducing illness and death caused by fuel poverty

Measures

- **Libraries prescription scheme** Number of people using the scheme
- **Accessing leisure services:** Number of attendances at facilities per head of population* (certain facilities only)
- **Positive impact:** % of users reporting that the service provided has had a positive impact on their health and wellbeing
- Would you recommend our services (user scale survey)
- **New tenancies sustained:** Number of over 12 months
- **Number of evictions** due to rent arrears and/or ASB
- **Tenant visits:** Received a visit in the last 12 months
- **Adults participating in sport:** % 3 or more times per week ('Hooked on Sport')
- **CYP participating in extra curricular or club sport:** % 3 or more times per week ('Hooked on Sport')
- **Obese:** % population classified as

Information, advice and signposting

Providing timely and accurate information advice and by referring people to appropriate services

Statement of Intent

- Ensuring easy and appropriate access to information
- To help and assist users about the choices open to them
- Enabling working together effectively
- Relevant sharing of information to ensure we are fully informed about the users situation

We believe that effective information, advice and signposting will:

- provide users with easy access to information in the language and medium of their choice to respond to their situation
- meet our duties under the Welsh Language Act
- inform users about what can realistically be provided
- improve the understanding of the purpose of the service provided

- share key information with our internal and external partners
- encourage compliments and complaints from users to drive improvement and knowledge

Measures

- **Information and advice**: % of users that receive
- accurate information and advice
- in a timely manner
- when they need it
- In an accessible format
- the quality and accessibility of public information
- **Signposting:** Number of people who were signposted for further information/services correctly
- **Feedback**: Number of compliments / complaints received/upheld
- **Digital inclusion**: % of applications made on line
- **Telephone answering**: Number of telephone calls unanswered

Valuing the Workforce

Developing and supporting our people. This covers how we recruit, lead, manage, retain, support, communicate and develop our people.

Our Statement of Intent

We want our people to:

- be professionally well trained and qualified, responsible and accountable for their actions and decisions
- be responsive to change and able to challenge and innovate
- embrace the culture, values and objectives of the department and the council
- have manageable workloads, effective and responsive systems and processes
- be empowered to make informed decisions and manage resources

We believe that an effective service has people that:

- are valued and respected
- are well trained, appropriately supported and competent
- have clear roles and responsibilities
- maintain manageable workloads
- are motivated and committed
- communicate and share information and knowledge
- are encouraged and supported to make decisions
- base their interventions and service improvement on evidence

Measures

- **Competency:** % of staff who feel that they are competent and confident to carry out their duties
- **Availability**: % of staff days available (remove days lost through sickness, training, annual leave)
- **Cost of sickness absence** (total budget for the posts affected by sickness absence)
- **Objectives:** % of staff who have had performance objectives established
- **Appraisal:** Number of staff receiving regular appraisals/supervision
  - The quality of the appraisal on a scale
- **Vacancy rate**: Number of days taken to fill a post
- **Language**: Number of welsh language speaking staff, the level of ability to speak Welsh on a scale.

Management Information Report

PMG - Performance Management Group
SMT - Senior Manages Meeting

Measure Description	Report Internal	Frequency	Report External	Frequency
Assessments: Number waiting for assessment, number (%) completed which has led to a commissioned service	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Reviews: % of reviews completed against target, reviews ceased/reduced/ increased intervention in £	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Reablement: % users leaving without a long term service	*PMG* *Division SMT*	Monthly Monthly		
Repeat enquires (within a set time frame) as a %of overall enquires	*PMG* *Division SMT*	Monthly Monthly		
Starting a service (Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence)	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Leaving a service (Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence)	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Net number accessing a service (as at a date in time) (Home care / Day care / Direct payments / Supported living / MOW / Enablement / Care homes / Community support / Convalescence) consistency and cost	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Direct payments cost and average spend by area	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**

Measure Description	Report Internal	Frequency	Report External	Frequency
Double handed calls and cost spread of the total cost of packages	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Dom care monthly hours; Homecare spend monthly (Cumulative and average) and number of people monthly	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Rent arrears: The level of current tenants/former tenants	*PMG* *Division SMT*	Monthly Monthly		
Void time: Average for a standard/non standard property	*PMG* *Division SMT*	Quarterly Quarterly		
Adaptations and DFG: Average number of calendar days between initial contact for an adaptation and receipt of the adaptation (all adaptations)	*PMG* *Division SMT*	Monthly Monthly		
LD/MH residential placements as at a date in time and cost £	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
GP referral scheme: Number of referrals & % completed	*PMG* *Division SMT*	Monthly Monthly	***Communities Scrutiny***	**Half Yearly**
DOLs assessments and those outstanding, time from referral to completion of assessment	*PMG* *Division SMT*	Monthly Monthly	***Health and Social Care Scrutiny***	**Half Yearly**
Food hygiene inspections number completed	*PMG* *Division SMT*	Monthly Monthly		
Food hygiene: % of food premises with a score below 3	*PMG* *Division SMT*	Monthly Monthly		

Support to live in the community: Number of people supported to live in their home	*PMG* *Division SMT*	Monthly Monthly	*Communities Scrutiny*	Half Yearly
Critical interventions required by Trading Standards	*PMG* *Division SMT*	Monthly Monthly		
Measure Description	**Report Internal**	**Frequency**	**Report External**	**Frequency**
Gas servicing: % of council homes which have had a gas service within the last 12 months	*PMG* *Division SMT*	Quarterly Quarterly		
Housing related support: Number of days people referred for housing-related support wait for an assessment of their needs to start/time from referral to first contact/ time from first contact to receipt of service	*PMG* *Division SMT*	Social Care		
Care/support plan: clients have an up to date care plan and risk assessment	*PMG* *Division SMT*	Monthly Monthly	*Health and Social Care Scrutiny*	Half Yearly
Safeguarding: the number of referrals o the outcome of the referral	*PMG* *Division SMT*	Monthly Monthly	*Health and Social Care Scrutiny*	Half Yearly
Safeguarding: the length of time from enquiry to strategy meeting	*PMG* *Division SMT*	Monthly Monthly	*Health and Social Care Scrutiny*	Half Yearly
% of children who can swim 25m when they leave primary school	*PMG* *Division SMT*	At the end of School Term		
Number of care providers under escalating concerns	*PMG* *Division SMT*	Monthly Monthly		

Measure Description	Report Internal	Frequency	Report External	Frequency
Libraries prescription scheme Number of people using the scheme	*PMG* *Division SMT*	Annual Annual		
Accessing leisure services: Number of attendance at facilities per head of population (certain facilities only)	*PMG* *Division SMT*	Quarterly Quarterly		
Positive impact: % of users reporting that the service provided has had a positive impact on their health and wellbeing	*PMG* *Division SMT*	Monthly Monthly		
New tenancies sustained: Number of over 12 months	*PMG* *Division SMT*	Monthly Monthly		
Number of evictions due to rent arrears and/or ASB	*PMG* *Division SMT*	Monthly Monthly		
Tenant visits: Received a visit in the last 12 months	*PMG* *Division SMT*			
Adults participating in sport: % 3 or more times per week ('Hooked on Sport')	*PMG* *Division SMT*	Every 2 years		
CYP participating in extra curricular or club sport: % 3 or more times per week ('Hooked on Sport')	*PMG* *Division SMT*	Every 2 years		
Obese: % population classified	*PMG* *Division SMT*	TBC		

Measure Description	Report Internal	Frequency	Report External	Frequency

Information and advice: % of users that receive accurate information and advice
   o in a timely manner
   o when they need it
   o In an accessible format
   o the quality and accessibility of public information
	PMG
	Division SMT
		6 Months
		6 Months		

Signposting: Number of people who were signposted for further information/services correctly	*PMG* *Division SMT*	6 Months 6 Months		
Feedback: Number of compliments / complaints received/upheld	*PMG* *Division SMT*	Monthly		
Digital inclusion: % of applications made on line	*PMG* *Division SMT*	6 Months 6 Months		
Telephone answering: Number of telephone calls unanswered	*PMG* *Division SMT*	Quarterly Quarterly		
Competency: % of staff who feel that they are competent and confident to carry out their duties	*PMG* *Division SMT*	Annual Annual		
Availability: % of staff days available (remove days lost through sickness, training, annual leave)	*PMG* *Division SMT*	Quarterly Quarterly		
Cost of sickness absence (total budget for the posts affected by sickness absence)	*PMG* *Division SMT*	Quarterly Quarterly		
Objectives: % of staff who have had performance objectives established	*PMG* *Division SMT*	Quarterly Quarterly		

Measure Description	Report Internal	Frequency	Report External	Frequency
Appraisal: Number of staff receiving regular appraisals/supervision o The quality of the appraisal on a scale	*PMG* *Division SMT*	Quarterly Quarterly		
Vacancy rate: Number of days taken to fill a post	*PMG* *Division SMT*	Quarterly Quarterly		
Language: Number of welsh language speaking staff o The level of ability to speak Welsh on a scale.	*PMG* *Division SMT*	6 Months 6 Months		

National Performance Indicators

Department for Communities

SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
SCA/002a	The rate of older people (aged 65 or over) Helped to live at home per 1,000 population aged 65 or over
SCA/002b	The rate of older people (aged 65 or over) Whom the authority supports in care homes per 1,000 population aged 65 or over.
SCA/003a	The percentage of clients who are supported in the community during the year, who are: a) Aged 18-64
SCA/003b	The percentage of clients who are supported in the community during the year, who are: b) Aged 65+
SCA/018a	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year.
SCA/018b	Percentage of carers of adults who had an assessment or review of their needs in their own right during the year.
SCA/018c	Percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service.
SCA/0020	The percentage of adults who are supported in the community during the year
SCA/019	% of adult protection referrals where the risk has been managed
SCA007	The % of client with a care plan at the 31st March who's care plans should have been reviewed that where reviewed during the year

PPN/009 PAM	% of food establishments which are broadly compliant with food hygiene standards
PPN/001i	% of high risk businesses that were liable to a programmed inspection for Trading Standards
PPN/001ii	% of high risk businesses that were liable to a programmed inspection for food hygiene
PPN001iii	% of high risk businesses that were liable to a programmed inspection for Animal Health
PPN/001iv	% of high risk businesses that were liable to a programmed inspection for Health and Safety
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population
LCS/002b	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population