

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

19 AUGUST 2014

2013/14 YEAR END PERFORMANCE MONITORING

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Summary

This annual report provides a summary of Medway's performance for 2013/14 against its priorities, which it set out in The Council Plan 2013/15. The following information against the relevant Council priority is provided for this committee:

- Performance against Key Measures of Success
- Updates on Key projects
- Customer feedback from our Quarterly Tracker phone survey

1. Budget and Policy Framework

This report summarises the performance of the Council's Key Measures of Success for 2013/14 as set out in The Council Plan 2013/15.

2. Background

- 2.1 This report sets out the performance summary against the relevant Council priority and two values for this committee:

Medway's Priorities

- *Adults maintain their independence and live healthy lives*

Medway's Values

- *Putting our customers at the centre of everything we do*

- *Giving value for money*

- 2.2 It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.
- 2.3 Detailed background information supporting this report can be found at:

Appendix 1: Performance tables – detailed reports on 21 Key Measures of Success

3. Summary of performance

3.1 Key Measures of Success 2013/14: in target

We monitor 21 Key Measures of Success to gauge if we are delivering the priorities which we identified in our Council Plan.

Note: 4 of these Measures are data only (target not required or appropriate). Data for Key Measures of Success reference: NI 123 and PH4 is reported one quarter in arrears due to data lag. The number and percentage of Key Measures of Success on target last year compared with the previous year were:

- 10 (59%) out of 17 in 2013/14
- 4 (40%) out of 10 in 2012/13

3.2 What do our customers think of our services

Tracker survey 2013/14: phone survey

- 79.4% of residents are satisfied with the way Medway runs its services, compared with 81.2% in 2012/13.
- 64.3% of residents think Medway keeps them well informed compared with 64.9% in 2012/13

Citizens Panel survey 2013/14: postal survey

- 70.2% of respondents feel it is easy to contact the council (all channels), compared with 53.5% in 2012/13.

Adult Social Care survey 2014

- 88.6% residents say that care services help them to have a better quality of life
- 87% residents say that care services they receive make them feel safe



GovMetric: 2013/14: feedback at point of contact - all channels (web, phone and face to face)

- 67% of customers who contacted us on all channels were satisfied with their contact experience (total: 36,328 ratings)
- 64% of face to face contacts were satisfied
- 91% of phone contacts were satisfied
- 52% of web contacts were satisfied

4. Key priority 1: Adults maintain their independence and live healthy lives

4.1 Customer Perception

The following table shows the percentage of respondents who agree that Medway's services enable adults to maintain their independence and live healthy lives.

Q4 12/13 (%)	Q3 13/14 (%)	Q4 13/14 (%)	Short Trend	Long Trend
54%	56%	50		

Source: Quarterly Tracker. Short Trend: Comp with previous quarter. Long Trend: Comparison with same period previous year.

Service Comments

4.2 Adult Social Care

4.2.1 Adult Social Care Survey

In January, the annual Adult Social Care Survey was sent to approximately 1,000 clients who were receiving community-based services and in residential or nursing care. We were once again assisted by the Royal Voluntary Service in surveying clients in residential and nursing homes and achieved a 49% return rate. The proportion of people “extremely” or “very” satisfied with the care and support services they use increased for the third year running, rising to 63.8%. The option of “satisfied” is excluded by the NHS Information Centre when they report on Adult Social Care. This is broadly in line with the latest available comparator and national data (64.3% and 64.1% respectively). 88.6% of respondents said that care and support services help them to have a better quality of life.

The proportion of service users who feel safe fell slightly from 65.8% to 64.1%. This is slightly below the latest available comparator and national data (66.2% and 65.1% respectively). However, the proportion of respondents who said that the services they receive make them feel safe increased from 83.9% to 87.0%. This is higher than both comparator and national averages of less than 80%.

An additional question was added to see what clients thought about access to services out of hours. 56.8% of respondents said that they had accessed care and support at weekends and in the evenings.

4.2.2 Carers

Provisional data shows that we have surpassed the target of 20% and continual improvement will be sought in 2014/15. New carers support

services are currently being commissioned jointly with NHS Medway Clinical Commissioning Group, and this includes the needs of young carers.

4.2.3 Safeguarding (Adults)

In Q4, new adult safeguarding workflows and specialist training of staff, were introduced. This year, Medway Council has focused on developing and standardising the skills of administration staff to ensure that they can support managers and staff in their work with vulnerable adults at risk of harm and victims of harm.

The Family Group Conference contract for safeguarding cases has resulted in positive outcomes for families by resolving complex family issues and preventing admissions to residential care.

In October, 'Abuse and what to do about it', an easy-read booklet for supporting people to recognise and report abuse, harassment and neglect, was launched. The booklet is available in libraries, GP surgeries, community hubs and contact points across Medway.

Following the publication of the 'Living in Fear' research report in November 2013, Medway Council are now working with partners to implement The Jigsaw Project. This is a pilot programme to tackle victimisation by supporting learning disability and autism friends and champions in awareness raising, training and best practice across statutory and third sector agencies such as police, social care, housing, community safety, health, education, local businesses and transport providers.

Medway Council is a pilot site for Health and Social Care Information Centre (HSCIC) Adult Social Care Safeguarding Survey. This survey acts as a driver for good practice by collecting the views of the individual after case closure and provide a national measure of quality.

4.2.4 Better Care Fund

The Better Care Fund is a national initiative to support integrated working across health and adult social care. For 2014/15, £832,000 has been made available to prepare for full implementation of the Better Care Fund in 2015/16 as well as preparing for implementation of the Care Act. In 2015/16, a £17,632,000 budget will form a pooled budget to meet jointly agreed outcomes between Medway Council and Medway Clinical Commissioning Group (CCG). This funding is not new money and is already within the health and social care economy and includes the Disabled Facilities Grant.

As a result of the changes proposed, by 2018/19 Medway CCG and Council anticipate that these changes will have come into effect:

- More people living independently in their homes for longer

- Improved satisfaction of people's experiences of the health and social care system
- Reduction in long term dependency on statutory services through a healthier population and improved community and neighborhood responses
- Less people, including children, using A&E inappropriately
- More resilient communities and a new relationship between urgent care and community services
- Reduction in non-elective acute admissions and inappropriate use of A&E

Medway submitted a draft plan to NHS England/LGA for the Better Care Fund (BCF) on 4 April 2014 in line with national planning requirements. The plan has been approved by delegated authority by the Council Cabinet, the CCG Governing Body and the Health and Wellbeing Board, and progress will be reported to these bodies on a regular basis.

4.2.5 Disability Services Redesign and Transition

Consultation of staff on the proposals to develop an integrated children and adults disability service closed at the end of Q4. The redesign of these services will increase the effectiveness of transition and improve outcomes for disabled children, adults and their families.

Agreement has been reached with Care Quality Commission (CQC) that young people from age 16 years can access Napier Unit and Birling Avenue (Adult Social Care services) and Shared Lives (Adult Placements) to support their transition to adulthood. In the context of changes to NHS respite care for children and young people locally this creates additional capacity and choice and supports young people and their families to access high quality services. The response from young people has been positive, with these changes being very well received.

4.4 Public Health

4.4.1 Joint Strategic Needs Assessment

The public health information team have added additional chapters to the Joint Strategic Needs Assessment (JSNA) for air quality, long-term neurological conditions and learning disabilities, with updates on teenage pregnancy and adult mental health. A programme of updates to the JSNA has been agreed and will be signed off by the Health and Wellbeing Board (HWB).

4.4.2 Joint Health & Wellbeing Strategy

The annual process of reviewing and refreshing key priority actions for the Joint Health & Wellbeing Strategy took place in 2013. Following consultation with key stakeholders and the public, a prioritisation process was undertaken by the Health & Wellbeing Board (HWB). The final list of key priority actions for 2014/15 was agreed by the HWB in January 2014. Delivery plans with

clear timescales and accountabilities are now being developed. Theme Leads and Lead Officers have been allocated to take forward the delivery of these actions.

4.4.3 Stop smoking

Medway Stop Smoking Service has been accredited by the National Centre for Smoking Cessation Training, and continues to achieve higher quit rates than the England average. Nationally and locally the numbers of smokers accessing services continues to decrease and this is thought to be due to an increased use of e-cigarettes. New training modules have been developed to target pregnant smokers and young people, which are supported by the midwifery service and the youth service respectively.

4.4.4 A Better Medway (ABM) Champions programme

This was launched, with 12 participants, including 6 elected members and other community leaders. All 12 attendees passed the Royal Society for Public Health Understanding Health Improvement (Level 2) qualification and the second group of ABM Champions began on 01 May.

4.4.5 Health checks

The outreach team are working closely with a variety of organisations including the Housing Department and MHS Homes to promote and conduct health checks within these communities. Medway Council was shortlisted for a Public Health LGC Award for the NHS health checks programme.

Over 1,027 NHS Health Checks have been delivered by the community outreach programme (37% target wards, 43% males, 53% aged 40-55yrs, 16% target ethnic groups). Between Apr-Dec 2013, 91 weight loss referrals and 143 exercise referrals and between Apr 13- Mar-14) (Q1-4) 54 smoking referrals were made to the Council's health improvement services.

4.4.6 Stop smoking

The ASSIST programme has now completed training in 4 schools to provide peer supporters to prevent the uptake of smoking amongst young people.

4.4.7 Food and nutrition project

A nursery and pre-school food and nutrition project has been initiated in partnership with the Children's Food Trust, which will engage early years settings to deliver standardised training on food, nutrition and changing behaviour, as an investment for a lifetime of good health.

4.5 How our performance compares with other authorities



2013/2014 data unavailable.

5. Value 1: Putting our customers at the centre of everything we do

5.1 Customer Perception of Medway Council



The following tables show percentage of respondents who agree with the following statements which reflect how Medway Council put its customers at the centre of everything we do.

Provide high quality services

Q4 12/13 (%)	Q3 13/14 (%)	Q4 13/14 (%)	Short Trend	Long Trend
65%	62%	63%		



Source: Quarterly Tracker. Short Trend: Comp with previous quarter. Long Trend: Comparison with same period previous year.

Acts on concerns of local residents

Q4 12/13 (%)	Q3 13/14 (%)	Q4 13/14 (%)	Short Trend	Long Trend
54%	53%	54%		



Source: Quarterly Tracker. Short Trend: Comp with previous quarter. Long Trend: Comparison with same period previous year.

Talk positively with family about Medway Council

Q4 12/13 (%)	Q3 13/14 (%)	Q4 13/14 (%)	Short Trend	Long Trend
39%	42%	43%		



Source: Quarterly Tracker. Short Trend: Comp with previous quarter. Long Trend: Comparison with same period previous year.

Satisfied with the way Medway Council runs its services

Q4 12/13 (%)	Q3 13/14 (%)	Q4 13/14 (%)	Short Trend	Long Trend
81%	77%	76%		



Source: Quarterly Tracker. Short Trend: Comp with previous quarter. Long Trend: Comparison with same period previous year.

Satisfied with overall telephone contact

March '13 (%)	Dec '13 (%)	March '14 (%)	Short Trend	Long Trend
90%	95%	89%		



Source: GovMetric. Short Trend: Comp. with previous quarter. Note: revs & bens and switchboard calls not measured

Satisfied with face to face contact

March '13 (%)	Dec '13 (%)	March '14 (%)	Short Trend	Long Trend
65%	63%	62%		

Source: GovMetric. Short Trend: Comp. with previous quarter

Satisfied with web contact

March '13 (%)	Dec '13 (%)	March '14 (%)	Short Trend	Long Trend
51%	56%	52%		

Source: GovMetric. Short Trend: Comp. with previous quarter

5.2 GovMetric of Medway Council

GovMetric is a customer feedback tool that gives us satisfaction data from face-to-face (FTF), telephone and web channels. (see tables above for feedback)

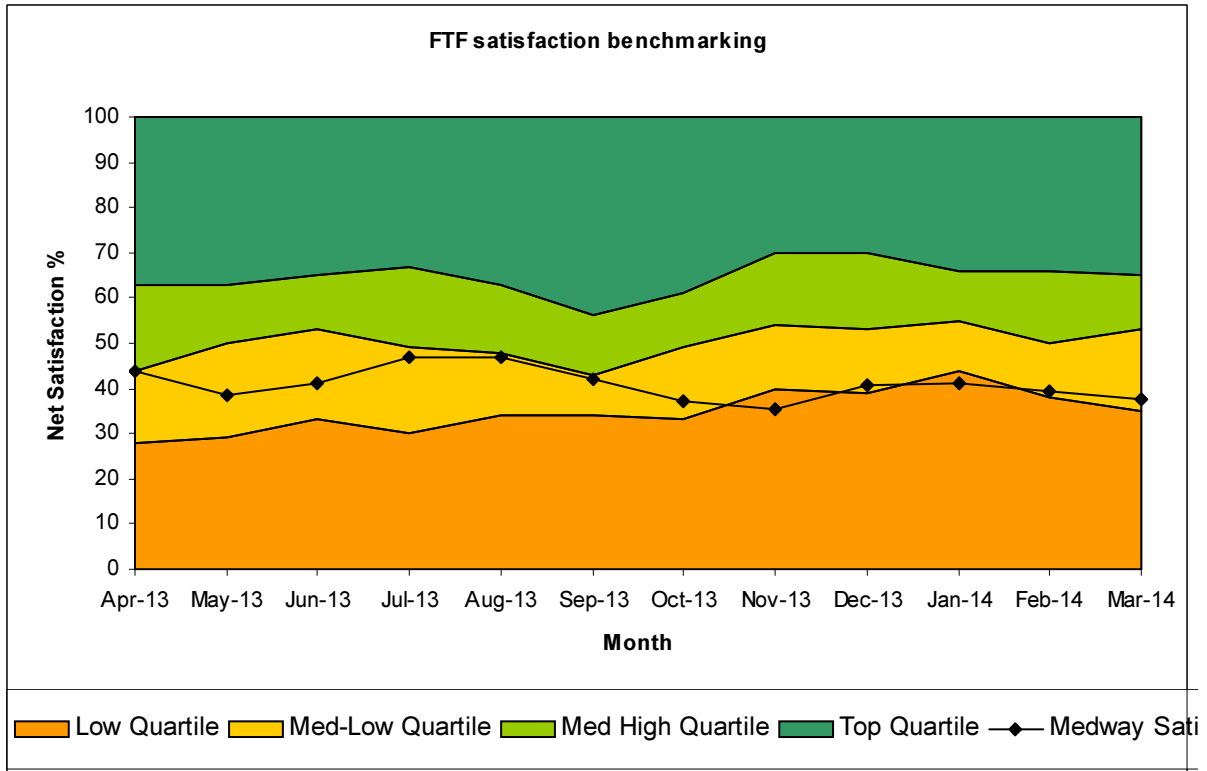
- 36,328 ratings were recorded in 2013/14, of which 23,617 were face to face, 6,944 were by telephone, and 5,767 were by web.
- 67% were satisfied (all channels)
- 64% satisfaction for face to face
- 91% satisfaction for telephone
- 52% satisfaction for Web

We can compare our satisfaction rates with 70 Local Authorities that subscribe to the GovMetric service in the UK. In 2013/14, Medway's most common quartile position was:

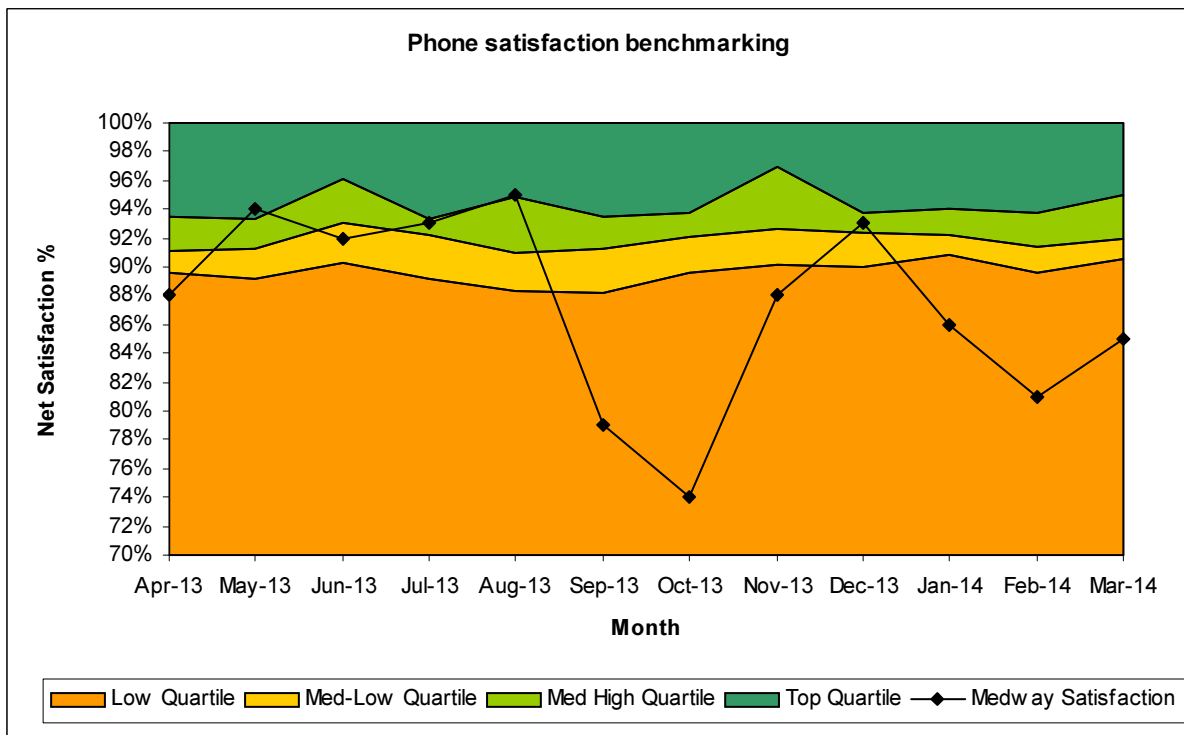
Web	top quartile
Phone	bottom quartile
Face to face	medium-low quartile

The following charts show how Medway's monthly net satisfaction results affect the its quartile position.

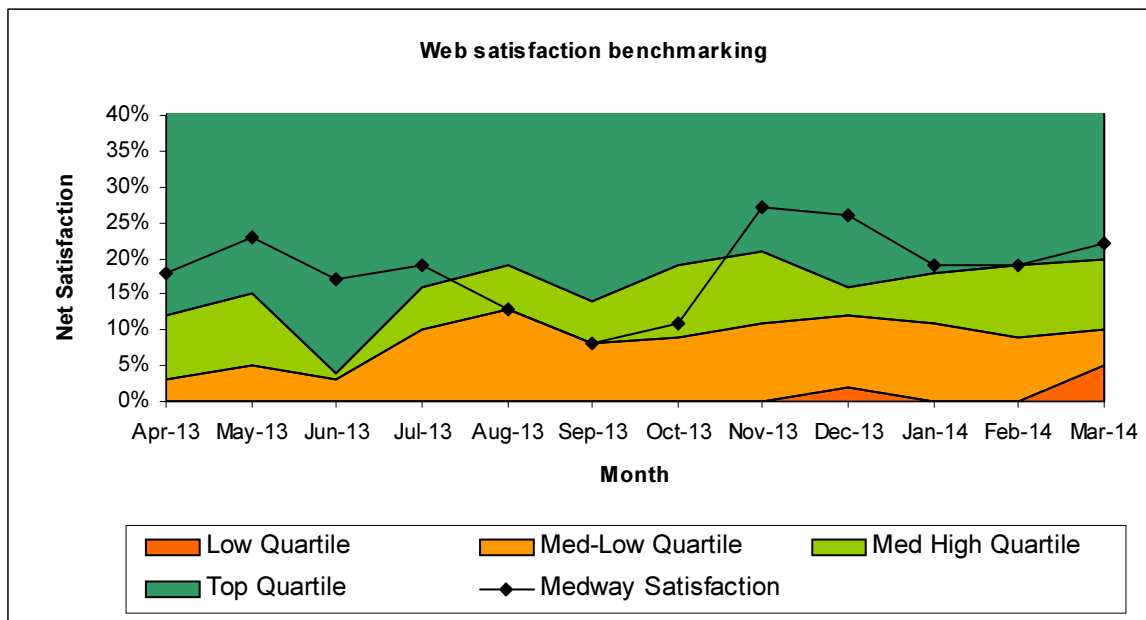
Note: net satisfaction is calculated by taking the number of positive responses ☺, minus the number of negative responses ☹, and dividing by the total number of positive and negative responses. Eg the Medway's net satisfaction for May 2013 is 38.5%



Face to face – Performance has been quite stable across this channel, with Medway falling into the Medium-Low quartile for 10 of the 12 months. The wide quartile bands show that there is quite a large variance between the satisfaction ratings received across the benchmarking group.



Telephone – The net satisfaction for Telephone performance has fluctuated across all four quartiles, though for 7 of the 12 months Medway has been in the bottom quartile. The chart however demonstrates that the quartile ranges are very high, and also very narrow. In the summer months the GovMetric volumes were low meaning that the satisfaction rate was volatile, and this combined with the narrow and high ranges has impacted on our benchmarking position.



Web – The net satisfaction rate has been consistently high compared to the benchmarking group, being in the top quartile for 9 off the 12 months. This must however been viewed in the broader context, with the general level of net satisfaction being significantly lower than both FTF and Telephone, and the fluctuations in the web benchmarking quartiles.

GovMetric data can also be used to understand the reasons behind the feedback received. The top reasons for dissatisfaction across the 3 channels were;

Web – Query Resolution
 Phone – Time taken
 Face-to-face – Time taken

5.3 Complaints (2013/14 Performance)

Total number of complaints (Medway Council) received	1,832
Total number of cases closed	1,728
Total number of cases dealt with within 10 days	1,106
% of cases dealt with within 10 days	64%

5.4 Complaints Service Comments (Medway Council)

The overall 2013/14 performance against the 10 day turnaround target was 64% against the target of 95%. Whilst this was disappointing, the recent trend is encouraging with performance of 72%, 49%, 74%, and 81% from January to April. (In the month with 49% a large number of older cases were closed, inevitably bringing down the timeliness performance.) In 2014/15 the target has been reduced to 85% as a practical recognition of the number of cases that will inevitably be complex and requiring more time.

Through the year, work has been undertaken with the services to clear the backlog of complaints and more manageable volumes are one of the reasons for improvement in the 10-day target. More regular circulation of management information reports has also contributed to keeping a focus on complaints.

Going forward we will build on this work with greater chasing of cases that are due to go out of time in order to reach the 85% target. Work has re-started on designing the Lagan CRM aspect of the new complaint handling model which in itself will automate acknowledgements and chase-ups, leaving greater staff time in Customer Relations and services for dealing with responses.

5.5 Delivering fair and responsive services

In January, we published our annual statutory report, Delivering fair and responsive services on our web site. This demonstrates how we comply with our equality duty (Equality Act 2010) (to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a protected characteristic and those who don't.)

We have seven equality objectives. We monitor 18 indicators to ensure that we are delivering on these objectives. Of these indicators:

- 8 have achieved target
- 1 was less than 5% below target
- 3 were 5% or more below target
- 6 are data only

In April 2013 an external review of the council's equalities activity was commissioned. The review confirmed Medway's commitment to its equality duty, identifying evidence of responsive and accessible services, which are benefiting our communities and staff. The review also identified opportunities for improvement. An action plan was implemented to address these and The Equality and Access Group monitor progress.

The council has moved up 53 places in the 2014 Stonewall Workplace Equality Index. The index highlights the achievements of employers and names its top 100 workplaces in the country. This year we reached position 108.

We use Diversity Impacts Assessments (DIAs) to help us assess the impact of any change to service provision, policy or strategy so that we can take into account the impact on individuals before any decisions are made. We have implemented a new template and guidance to make it easier for staff to complete these assessments.

6. Value 2: Giving value for money

6.1 How we compare with other authorities

Short Name	Medway value	Comparator average	Comparator position (higher ranking is cheaper)	Source
2013/14 Central Government Grant Settlement per capita	£398.00 (2013/14)	£463.37 (Nearest neighbour)	13/16	CIPFA Council Tax Demands and Precepts Statistics 2013-14.
Cost of Band D Council Tax (inc. precepts)	£1,146.01 (2013/14)	£1,219.45 (Nearest neighbour)	13/16	CIPFA Council Tax Demands and Precepts Statistics 2013-14.

6.2 Better for Less – transforming the way we work to deliver better outcomes for residents

The Better for Less transformation programme entered its third year in 2013/14. The new services that have been established through the programme - customer contact, administration, category management and performance and intelligence, are well established and continue to deliver the aspiration of the programme - to protect frontline service delivery.

During the year the second and third phases of customer contact and administration went live meaning that the old customer first team activity has now transferred to the customer contact team who are now handling the very many environmental calls as well as a wide range of other customer contact from adult education and housing benefits, to leisure and requests for social care support.

2013 also saw the opening of three community hubs - in Chatham, Gillingham and Rochester – with others to follow in Strood and Twydall.

The council's focus is now on improving the experience of customers who want to do business with us on line.

7. Risk management

Risk helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level and enables the effective use of resources, secures the assets of the organisation and its continued financial and organisational well-being.

The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the key risks identified in delivering priorities.

8. Financial and legal implications

There are no finance or legal implications arising from this report.

9. Recommendations

It is recommended that Members consider the 2013/14 performance against the Key Measures of Success used to monitor progress against the Council Plan 2013/15.

10. Suggested reasons for decision(s)

Regular monitoring of performance by management and members is best practice and ensures achievement of corporate objectives.

Lead officer contact

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Background papers

Council Plan 2013/15