

Performance for Adult Social Care Commissioning

Adults Health, Adult's Care and Housing Overview & Scrutiny Committee

30 January 2018

Author: Director of Adult Social Services

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report provides the Adults Care, Adults Health and Housing Overview and Scrutiny Committee with an update of performance and key issues relating to Adult Social Care commissioning and performance.
- 1.2 A key purpose of the Adults Care, Adults Health and Housing Overview and Scrutiny Committee is to hold commissioners and providers of Health and Social Care Services to account.
- 1.3 Any commissioner or provider of Health and Social Care Services in Swindon is required to provide information on the planning and provision of health and social care services within the Borough and consult with the Committee on any planned substantial changes or developments to service provision.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report
- 2.2 Identify any areas of concern or interest that require further investigation.

3. Detail

- 3.1 Update
 - 3.1.1 This report informs Scrutiny Committee Members on the progress we are making in delivering the priorities and pledges set out in Swindon's vision for 2016-2020 around supporting vulnerable adults to live as independently as possible and enjoy safe and fulfilling lives (priority 4). The three pledges we are committed to in delivering this priority include:

Working with the Clinical Commissioning Group (CCG) and GP surgeries to help people with long term health and social care needs to manage their health effectively with support from community groups and multidisciplinary teams (Pledge 26)

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Ensuring that more people and their carers are supported to live as independently as possible and reducing the length of time people need to spend in residential care. (Pledge 27)

Reducing smoking prevalence to less than England average (Pledge 30)

- 3.1.2 This report provides an overview of performance at the end of November 2017. Background details on performance and activity are provided in Appendix 1 and 2. We have highlighted those performance areas which we jointly deliver with the Clinical Commissioning Group as part of the Better Care Fund (BCF)

- 3.2 What are the challenges that your organisation is facing?

3.2.1 **Delayed transfers of care - DTOC (BCF indicator)**

A delayed transfer of care is where a patient is ready and safe to leave hospital care, but unable to do so, and remains occupying a hospital bed. Work is ongoing between Swindon CCG, Great Western Hospital, and Wiltshire Council to tackle blockages leading to patients having their discharge delayed. The latest available published data for DTOC in Swindon is performance as at November 2017. Performance of Swindon Borough Council in November was good and better than our target (7) with an average of 4.2 bed days lost due to discharge delays attributable to social care. Our cumulative year to date (YTD) performance for delayed discharge attributable to social care is 10.7 days which is below the average for England overall (16.6) and the South West (23). The main areas of reduction in delays have been due to more timely completion of social work assessment and speedier transfers to residential and nursing care where appropriate. Although we expect the overall trend in delays to continue to reduce, local data (awaiting validation from NHSE) indicates a slight rise over the Christmas period to 4.97 bed days.

There are daily 'DTOC' conversations within SBC to ensure commissioners, providers and social care staff continue to work collaboratively to support people to leave hospital when medically fit. Health and social care colleagues also meet three times a week to manage timely and appropriate discharge of patients into the community. The DTOC Programme continues to monitor performance on a monthly basis. The Improved Better Care Fund Plan (IBCF) describes how the additional funding from Central Government is being used to reduce delays. This includes increasing capacity in re-ablement; making better use of discharge to assess beds; the reshaping the hospital social work team and the introduction of a seven day working pattern; reducing permanent admission to residential and nursing homes; and fully embedding the health in care homes initiative.

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3.2.2 Learning Disability Services

Work is ongoing to reduce spend on Learning Disability services as spend per service user in Swindon remains high compared to other authorities. Progress against our savings plan of £1.1m has exceeded target and as at the end of November we have achieved £1.276m. Work will continue to identify and secure further savings and these will assist in ensuring a balanced budget for Adult Social Care this financial year and also contribute towards any savings required for 18/19.

The Learning Disability Service and the Council's Design Team have launched a Learning Disability Re-design Programme to drive improvement and efficiencies across the service. The work is focussing on Duty, Caseload Management, Progression and Enablement. We are piloting new ways of working to support individuals to become independent so they too can do ordinary things and be fully included in their local communities.

Supporting people with a disability into paid employment is a national policy priority as well as a local pledge. The Government has committed to support 1 million more people with a disability into work over the next 10 years. At the end of December there are 31 adults in receipt of support who are in employment equating to 5.1% (against a target of 5%) which is an improvement on last year's performance of 4.6%. There are an additional eight learning disability support clients who are no longer receiving long term support services who are in meaningful employment of 16 hours or more per week.

National research has identified that people who start off working by volunteering or in a sheltered workshop, get stuck in those settings and rarely – if ever – progress into real, paid employment. A review of the Council's Supported Employment Service is underway to ensure it delivers best value in terms of cost and outcomes and aligns to the principles of the Government's Work and Health Programme. A number of Local Authorities are testing models for supported employment through the Government's Innovation Fund which provides a learning opportunity for SBC to shape its future model and approach. We also recognise that engagement and gaining commitment from employers from public, private, and voluntary sectors across Swindon, and improved transition from education to work, are key to a successful model going forward

The Transitions Programme work has now moved into Phase 2, which includes the further development of Planning Live, a strength based approach to help young people in transition (potential users of Adult Social Care and Care Leavers) to work with professionals and people who support them to achieve their personal aspirations. In addition, Adult Social Care and Children's Social

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Care are working together to develop early joint commissioning of placements for young people in transition.

The Learning Disability Team has successfully recruited two new Assistant Care Managers who will start in January 2018 to address the capacity issues which have impacted on the timeliness of reviews.

3.2.3 Safeguarding (BCF scheme)

Since April 2017, the Safeguarding Team has received 797 concerns, a 3.6% increase compared with the same period in 2016/17. The pilot to process new ways of working to deal with concerns has been partially successful, and the safeguarding team is making some additional changes to drive further improvement. A basic awareness course on Self Neglect has been commissioned and will be available to staff who are likely to encounter Swindon residents who self neglect or hoard. At the Safeguarding Adults Board in November there were discussions about the concerns sent through to the safeguarding team by Wiltshire Police. The aim is to improve the appropriateness of these. It was also agreed to consider the feasibility of an adult Multi Agency Safeguarding Hub and look at the planned Wiltshire model once it is operational. The Safeguarding Adult Review previously reported is nearing completion and findings were discussed at an Extraordinary Safeguarding Adult Board in December 2017. A number of areas for improvement were identified: the need for adult services to have a better understanding of Domestic Abuse and the impact of coercive and controlling behaviour (especially on older people); how the Mental Capacity is being applied to people who are subject of safeguarding concerns; improvements in supervision and Quality Assurance; and how the personalised approach to safeguarding is being applied. An action plan is in development to drive improvements in these areas over the coming months.

3.2.4 Quality of Care Homes

There are currently no residential or nursing homes that are judged to be inadequate by CQC in Swindon. Most of these homes are run by the private sector. Of the care homes inspected by CQC, the residential homes are rated better in Swindon than the national picture, but the nursing homes are not rated as well as the national picture (as table below). Swindon Borough Council and Swindon CCG commissioners are working together to improve Swindon's nursing home offer. We also have no 'outstanding' care homes in Swindon which is also being addressed by the partnership.

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	Swindon	National
RESIDENTIAL		
Requires Improvement	19%	21%
Good	81%	76%
Outstanding	0%	2%
NURSING		
Requires Improvement	36%	28%
Good	64%	66%
Outstanding	0%	2%

Commissioners meet with CQC every other month to triangulate information regarding particular providers who may be of concern and to share the support being provided for them. Adults Social Care Commissioning team undertake annual quality assurance monitoring visits as a means to monitor quality and to highlight where providers need support to improve. The Care Home Forum meets throughout the year, with shared chairing by a provider representative and the Head of Commissioning. The Forum attendance has improved over the last year, however consistent attendance is still a concern. The Forum has a set agenda item of 'Getting to at Least Good' with the purpose of sharing and building good practice and also preparation for CQC inspection. The Care Home framework is due to be tendered in the New Year and will give clarity on the baseline quality and outcome expectations that both SBC and Swindon CCG have of providers of care homes.

3.3 What have you done well?

3.3.1 Managing demand and financial pressures

The latest forecast outturn position as at October 2017 across Adults is a balanced budget at year end. To date, we have achieved £2.785m of savings and over-achieved the challenging target we set ourselves for 2017/18 of £2.617m. However, we recognise demand and cost pressures for Physical Support and 65+ services may rise over the winter months.

Further information on the subject of this report can be obtained from Phillipa Lamb, Direct Dial Telephone Number: 07818510484, plamb@swindon.gov.uk

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3.3.1 Prevention and Wellbeing

Prevention and wellbeing are key to managing demand and cost pressures across social care and health. Working with external partners and services across the council, we continue to identify opportunities to improve resilience and prevent long term conditions by promoting health and wellbeing amongst Swindon residents.

Community Navigators (BCF scheme)

The Community Navigators Scheme provides community based coaching to help residents who have long-term health conditions to manage their care. The navigators encourage self-care and help increase the resident's confidence in living with their condition. We currently have 8 Community Navigators with a current caseload of 126 clients between them. Between September and November we received 173 referrals from GP's across Swindon, all of whom have at least one long term condition, many presenting co-morbidity. Clients are supported by a Navigator for up to 8 sessions over a period of months but the intention is to build community support around them so their wellbeing can be sustained beyond our interaction.

Our New Social Care Navigator is about to join the team and will focus on working with colleagues in Adult Social Care to offer alternative solutions to statutory care. The Community Navigators use their skills and local networks to offer clients referred through Social Services an opportunity to better self-manage their long term health conditions and access support from Swindon's rich Community offer.

Swindon Circles (BCF scheme)

Swindon Circles aims to support any age person who is identified as lonely and isolated through a volunteer befriending scheme. Referrals come from GPs, Social Workers and families, focused on those who have less than 5 hours of contact per week or those who are in caring responsibilities. Swindon Circles received 84 referrals between September and November 2017 and in this time we have matched 20 clients with local volunteers. 28 clients are currently ready and waiting to be matched. We are about to commence a new wave of Volunteer recruitment and welcome a new Volunteer coordinator to our team who will be instrumental in recruiting and supporting new volunteers to ensure the success for Swindon Circles clients.

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Community Involvement and Volunteering

We have a variety of short-term intervention projects which aim to improve the emotional wellbeing of local people, increase their connections and peer support and ultimately reduce isolation. These include projects such as; Coffee & Connections, Arts to Wellbeing, 100% Man Made, No Fixed Abode and Healthy Me. These cater for different ages and individuals facing health inequality and measure improvements in emotional wellbeing through Warwick Edinburgh Scale. We place a significant emphasis on encouraging social interaction, companionship and 'giving to others' for example we distributed over 200 donated gifts and hampers, to those who were spending Christmas alone. Donations were received from employees from Nationwide HQ, Honda, GWH and SBC. We also helped deliver hampers donated from Residents of the Swindon North Constituency, facilitated by MP's Office.

We welcomed 18 individuals to our Yule Meet Again event to give isolated and lonely people an alternative Christmas Day in the company of others. We had volunteers from Zurich Community Trust, serving locally donated food and drink and the decorations, tree, Christmas cards and transport were all funded by local business and volunteers. Goddard Park Primary School and the local Brass Band performed at the event. This event is an example of using local assets to build cohesive and inclusive communities across Swindon.

We have 100 Big Knitters in Swindon; many of whom are isolated individuals who cannot leave home because of mobility or confidence and have cited feeling purposeful by getting involved. People are invited to knit squares (we provide the wool and needles, all of which have been donated) and once we have collected enough squares from individuals we run a sewing together event and create a blanket which is then given to local charities like Threshold Housing. We have 20 volunteer bakers in our Forget Me Knot Cakes project- baking cakes for local people who are alone on their birthdays.

Health Improvement through physical activity

Our Steps to Health programme aims to support individuals understand the importance of being active, healthy eating and self-managing their condition(s). Clients will often have multiple medical conditions; some of which are complex. Clients are referred through GPs, Healthcare Professionals, and Physiotherapists and we are able to offer a wide range of activities delivered in the community by specialist instructors. To date we have had 600 referrals into STH with a completion rate of 73%.

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Clients are initially seen for a consultation to understand starting position, discuss barriers, set goals and design a tailored exercise programme. Signposting and maintenance is a vital part of this short term intervention, giving the best chance for long term behaviour change. We have recently created signage at our local Outdoor Gym areas across Swindon to help encourage residents to make use of the outdoor spaces.

The Pulmonary Rehab project is funded by the Clinical Commissioning Group and delivered in conjunction with Community COPD Services and other health professionals such as LIFT psychology. This community based programme aims to help clients improve their understanding and assist in the self-management of their condition. This year we have had 67 individuals completing the 7 week course. We offer onward classes for those completing the course in order that we encourage longer term maintenance and a reduction in exacerbations and hospital admissions.

Swindon Mind in partnership with Sport England and Swindon Borough Council deliver the 'Be Active' project. This offers inclusive physical activity sessions to Swindon residents who have a mental health diagnosis or at risk of a mental health challenge. The 3 year project, started in 2016 has already engaged with 900 Swindon residents, this physical activity programme has shown to improve anxiety and depression, and quality of life for people with chronic illnesses.

Our Ability Sport programmes offer accessible and enjoyable opportunities to adults with learning disabilities. Providing a range of activities with trained and qualified instructors we aim to give individuals exciting experiences and the support to gain confidence in being able to access mainstream provision.

Weight Management

We currently offer three types of adult weight management programmes over a 12 week period. Clients can choose one of the commercial programmes (Weightwatchers or slimming world) or participate in our in-house Dietbusters programme. Dietbusters looks at lifestyle, focusing the message on long term healthy habits with small weekly steps. The programme covers education and exercise.

Live Well Swindon Hub

The Live Well Hub process on average of 30-50 referrals per day. The majority of our referrals come from GP's, Physiotherapy Department at GWH, Adult Social Care Lift and self-referral.

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We have recently piloted an electronic version of the referral form, giving the GP's a quicker way to refer - with one click all patient details are populated onto the form, then sent to the Hub electronically. We currently have over 3300 clients on our database that we have worked with or given support/advice to in some form and are currently actively engaging with 971 clients. 11% of these clients, after receiving support, are now engaged in volunteering themselves.

Health Ambassadors

The Health Ambassador Service is aligning to the Migration Project and is working in partnership with housing and environmental services. This government funded project will run in the Broadgreen area of Swindon from 2017 – 2019. It will work with local councillors, community leaders and local residents to address such issues as fire safety, environmental health and health and wellbeing. Health Ambassadors, Befrienders and Champions and others in the Community Health & Wellbeing team will lead on the health and wellbeing element of this project with an emphasis on community cohesion.

We will create a safe spaces for people of all cultures to come together to improve skills, get healthier and feel part of a community. We will offer 1-2-1 support around health and will promote activities informed through local conversations. A weekly drop in at Broadgreen Community Centre will begin in January 2018 for all Broadgreen residents, adding to the weekly Conversation group for people of all cultures. We will planning a Multi-Faith health and social walk in February 2018.

Making Every Contact Count (MECC)

Swindon continue to rollout out the MECC initiative which supports staff to maximise the opportunity they have with the public and colleagues in promoting health and wellbeing in everyday interactions. Within SBC 5 staff have now been trained to deliver MECC training. In Swindon 82 people have been trained across SBC to date and a further 15 across partners. Evaluation work is ongoing to look at the impact of the training. MECC is also an integral part of the Accountable Care system development work.

Falls Prevention

Work on Falls Prevention is ongoing. An update on progress against the Swindon Falls and Bone Health Strategy was provided to the Health and Wellbeing Board this week. It continues to be an important issue with on average just under 200 admissions for falls to Great Western Hospital each month. The Community Health and Wellbeing Team are continuing to rollout out

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an evidence based balance and strength offer with a class started at Grange Leisure Centre, one planned for Haydon in January and 6 further groups over the next year to focus on prevention but there is work across partner agencies to look at reducing people who are fall and the consequences of falling in Swindon.

Dementia

Swindon has been formally accredited by the Alzheimer's Society as 'working to become a dementia friendly community (DFC)'. Work is ongoing with partners to promote this. We have also applied for funding to the Film Hub South West to run a vintage film club at the Arts Centre. Work is ongoing with Chiseldon and Stratton St Margaret Parish Councils to become dementia friendly and GLL are introducing dementia friendly swimming at Oasis and Dorcan leisure centres. Public Health also delivered an evening programme on dementia at the Wiltshire and Swindon Dental Committee to raise awareness. The updating of the dementia JSNA is now complete and available on the www.swindonjsna.co.uk website.

Mental Health and wellbeing

A presentation to the Health and Wellbeing Board on the Prevention Concordat was well received and a further update will be reported to the Board in March 2018. Work continues with the STP on the Mental Health Work stream which includes work on Suicide Prevention and Prevention. The four proposed areas for focus for the forthcoming year are: Children and Young People, Homelessness, promoting the five ways to wellbeing and workplace mental health. In addition we are focusing on strengthening provision for Dual Diagnosis – Mental Health and Substance Misuse.

NHS Health Checks

The focus of work for NHS Health Checks has been to increase uptake and improve the number of people accessing the service. From April to June 2017 171 Health checks were delivered by the pharmacies and Community Health and Wellbeing team. This increased to 443 in Quarter 2, and Quarter 3 performance to date is 351 (with 2.5 weeks remaining of this quarter). Work is underway with GP practices to encourage greater uptake.

Flu Vaccination

Flu is an unpredictable virus that can cause mild or unpleasant illness in most people. It can cause severe illness and even death among vulnerable groups including older people, pregnant women and people with an underlying health condition. People who are more likely to develop potentially serious

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complications of flu such as bronchitis and pneumonia are advised to have a flu jab each year. The injected flu vaccine is offered free of charge on the NHS to people who are at risk. This is to ensure they are protected against catching flu and developing serious complications. People eligible to receive a free flu jab include: people over 65 years; pregnant women; people with certain medical conditions; people living in a long-stay residential care home or other long-stay care facility; and carers. Front-line health and social care workers are also eligible to receive the flu vaccine which is arranged and paid for by the employer.

To date, 47.8% of the at risk eligible population in Swindon have been vaccinated against the end of season target of 55%. It is encouraging that over 72% of the 65 and overs have received their vaccination. 29% (810) of social care staff and 37.5% (114) of health care staff have also received a seasonal flu vaccination and more work is needed to substantially increase this number.

Health Impact Assessments

The proposals for the development of the Swindon Museum and Art Gallery (SMAG) present a significant opportunity to positively impact on the health and wellbeing of the SMAG audience and the people of Swindon. Public Health colleagues have undertaken an initial desktop rapid health impact assessment (HIA) to assess the likely health impacts of the SMAG development plans and proposals which has been submitted as a supporting document with the Heritage Lottery Fund Bid.

Completing the HIA allows opportunities for positive impacts on health and wellbeing to be enhanced and any predicted negative impacts on health to be minimised by ensuring that specific actions are prioritised. A more comprehensive HIA along with a community based collaborative process will be undertaken following the outcome of the bid. Effective HIA is an excellent way of engaging and working together with the local community.

3.3.2 Older People/Physical Disability Transformation Programme

The Adult Social Care transformation programme continues to make good progress and is positively impacting on Swindon's health and social care system. There are fewer older people being admitted to permanent care, more timely assessments continue to reduced delay in hospital discharge, the reablement service is more effective and efficient, and improved management oversight at the front door has led to more timely and appropriate information and advice for initial contacts.

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Front Door

We continue to focus on helping people to maintain and prolong their independence through improving our first point of contact /front door. Our aim is to divert people into community based solutions where that is the right thing to do, and for those who do need help, we need to make sure they get it quickly. So far this year we have received 9118 contacts, and it is pleasing to see that a higher proportion of these are now being dealt with more effectively at the front door compared to the same period last year. Only 46.9% of these contacts (4194) progressed to an assessment of need, compared with 52% last year. Following an assessment, 48.32% of these people then progressed to a service compared with 45.5% last year. With the front door becoming more effective in dealing with people with lower level needs through the provision of better information, advice and signposting, we should see the right people (i.e. those with higher levels of need) progressing to assessment and service.

Re-ablement (BCF Scheme and indicator)

There continues to be significant improvements in the reablement service with greater throughput, reduced length of stay and better outcomes. Individuals are monitored daily to ensure progression through the service at the appropriate pace to reduce delays in their discharge. From April to November, 295 episodes of homecare reablement have been completed. The average number of days to re-able an individual has reduced from 30 to 18 days, with 62% gaining independence following the service and not requiring ongoing support. We have also improved the number of people receiving reablement at any one time from an average of 34 people weekly to 43 people per week. This has been achieved through changing staff rostering and working more efficiently.

3.3.3 Permanent admissions to Residential Care and Nursing Homes (BCF scheme and indicator)

Admissions to residential and nursing care are being effectively managed and remain below target for older adults (aged 65 and over). From April to November 2017, 112 older people have been admitted to permanent care: 43 to a nursing home placement and 69 to residential care. Amongst these first time permanent admission to care, 20 people were admitted with mental health needs and 91 people were admitted with personal care/physical support needs (older people) and 1 person with learning disability needs. For younger adults from April to November 2017, 5 additional people have been admitted than forecasted. In total, 14 younger adults have been admitted to permanent care, 9 to residential and 5 to nursing care. Of those, 6 had a learning disability, 3 had mental health needs and 5 had personal care/physical support needs. Where possible, we will

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place people in Care Homes and Extra Care Housing that are owned by Swindon Borough Council to reduce budget pressures.

3.3.4 Carers (BCF Scheme)

Carers provide regular and substantial support for service users so it is encouraging that we are on track to meet our year-end target for 70% of carers to have had an assessment or review of their needs. To date, 60.7% (988) carers have received an assessment or review, and 51 carers have received a direct payment to give them a break from their caring responsibilities.

3.3.5 Smoking

Smoking is the biggest preventable cause of ill health and early death as well as the leading cause of health inequality. In Swindon our smoking prevalence rate for our adult population is 14.9% which is below the England average of 15.5%. People with serious mental illness are more likely to smoke heavily than our general population and the smoking prevalence rates in our adult population with serious mental illness is 41% which is similar to the England average of 40.5%.

Those with serious mental illness have a reduced life expectancy and are estimated to live 16-25 years less than the general population, and are at significantly greater risk of smoking related illnesses. This has led to health inequalities and whilst smoking rates in our general adult population has declined the smoking rates for those with serious mental illness has remained static. Reducing smoking among mental health service users can make an important contribution to improving public health and can improve the longer term health and wellbeing of people living with mental health problems.

Swindon Public Health have worked with and supported Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) to make their Swindon sites smoke and tobacco free from 06 November 2017. AWP are providing service users with nicotine replacement, specialist support and support the use of electronic cigarettes during inpatient stays.

Helping service users who smoke to quit is the single most important factor in improving their physical health. Quitting also improves quality of life through financial benefits, helping reduce social isolation and improved mental health.

Swindon Public Health are also working with and supporting the Great Western Hospital NHS Foundation Trust to become a smoke and tobacco free site from 01 January 2019. A year long programme of events and activities is being planned from 01 January 2018.

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3.3.6 Voluntary Sector Commissioning (BCF scheme)

Our voluntary sector providers continue to perform well and we have no significant concerns regarding performance. In that last quarter, the contract for Carer's Support was awarded to Swindon Carers Centre. The re-procurement of Direct Payment Support is underway, after the contract was ended early in order to avoid identified risks. The re-procurement of support for people with a head injury is also underway. We are in the process of re-commissioning: Learning Disability Day Opportunities and Support; Support for people who have had a stroke; Voluntary Sector Infrastructure and Support for people with Dementia. Across all voluntary sector commissioned providers, we are predicting to deliver 50,000 hours of volunteer time, equating to a value of £375,000 by the end of 2017/18 representing around a 20% increase in provision at no additional cost.

3.3.7 Complaints

Although overall satisfaction with services is reasonable high, we recognise we are always going to receive complaints. We endeavour to resolve complaints at an early stage and use them positively to change processes or practice where appropriate. Our complaints policy is Care Act compliant.

Since January 2017, the majority of complaints have been resolved locally with 51 complaints being escalated for more formal investigation, of which 24 were upheld or partially upheld. Five complaints were referred to the Ombudsman for an independent investigation. The complaints mainly relate to communication (delayed response, difficulty understanding which team to contact, information not being clear); employee behaviour and financial decisions. We have also improved our arrangements with independent providers to ensure complaints are regularly reviewed at contract management meetings.

3.4 Supporting Information

None.

4. Alternative Options

4.1 None.

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5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no direct financial implications arising from this report. Any financial pressures resulting from changes in demand for social care services will be identified and included within the Council's Medium Term Resourcing Plan.

Legal and Human Rights Implications

- 5.2 None

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 None

Diversity Impact Assessment

- 5.4 None

Risk Management

- 5.5 None

6. Consultees

- 6.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

- 7.1 None

8. Appendices

Appendix 1 and 2 – Performance and Activity D