

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Social Work Services

Social Justice Committee: 13 June 2007

Subject: Performance on Statutory Performance Indicators (SPIs) for Social Work Services for Adults

1. Purpose

- 1.1** This report provides members with information on Statutory Performance Indicators (SPIs) where there is a downward trend in performance or where it falls short of targets set.

2. Background

- 2.1** Social Work performance for all services to adults is reported to the Social Justice Committee on a quarterly basis. Indicators reported quarterly are:

- ASW 1 Community Care Assessments;
- ASW 4 Home Care;
- ASW 6b Social Enquiry Reports;
- ASW 7b Probation Timescales; and
- ASW 8b Community Service Orders average hours per week.

All other SPIs have been agreed as best suited to annual reporting.

- 2.2** At the Social Justice Committee of 14 March, a further report was requested on SPIs where the performance trend was downward or where targets were not being met.

3. Main Issues

There are three SPIs with either a downward trend or where targets are not being met as follows.

3.1 ASW 4 Home Care

ASW 4 is used to monitor the volume and flexibility of service provision by Home Care to Older People. The indicator captures information as a “snapshot” of the last week in March each year. In order to provide quarterly progress reports to committee a “snapshot” of the final week in each quarter has been used as an indicator of the likely trend towards the year-end. These have been provided to committee as part of the Quarterly Performance Reports to date.

The Indicator is sub-divided into 4 areas:

- ASW 4: Hours and service per thousand of population aged 65+ (volume);
- ASW4c(i): The level of personal care (flexibility);
- ASW4c(ii): Provision of an Evening and Overnight Service (flexibility); and
- ASW4c(iii): Provision of service at the weekend (flexibility).

Our up to date QPR performance as reported to this and previous Social Justice Committees is shown in the tables below.

ASW 4 - Home Care / Home Help

PERIOD	Clients	Hours	Rate	Rank
April 04 – March 05	1,648	11,775	802.8	5th
April 05 – March 06	1,661	11,153	758.3	5th
April 06 – June 06	1,693	10,919	742.4	n/a
July 06 – September 06	1,696	10,768	732.2	n/a
October 06 – December 06	1,694	10,373	705.3	n/a
January 07 – March 07	1,652	10,989	750.5	n/a

ASW4c(i): Provision of Personal Care

PERIOD	Percentage	Clients	Percentage Excl. meal preparation	Rank
April 05 – March 06	43%	714	43%	29th
April 06 – June 06	60%	1,015	44%	n/a
July 06 – September 06	58%	983	43%	n/a
October 06 – December 06	59%	999	42%	n/a
January 07 – March 07	62.5%	1,032	44%	n/a

ASW4c(ii): Evenings and overnight services

PERIOD	Percentage	Clients	Rank
April 05 – March 06	19%	315	24th
April 06 – June 06	17.9%	297	n/a
July 06 – September 06	17%	294	n/a
October 06 – December 06	16.8%	285	n/a
January 07 – March 07	22.8%	377	n/a

ASW4c(iii): Weekend Service

PERIOD	Percentage	Clients	Rank
April 05 – March 06	47.1%	775	23rd
April 06 – June 06	46.5%	772	n/a
July 06 – September 06	47%	788	n/a
October 06 – December 06	46.2%	782	n/a
January 07 – March 07	48.4%	799	n/a

As can be seen from the above the performance in relation to the three indicators on flexibility of homecare services are showing an increasing trend (based on the final quarter of 2006/07). It is true that the quarterly indicators throughout 06/07 were tending to show a reduced level of performance,

however service levels have increased in these three areas in the final quarter.

In each of these three indicators performance in 2006/07 is above the targets as follows:

Indicator	Target	Final 06/07 Rate
ASW4c(i): Provision of Personal Care	43%	62.5% or 44% *
ASW4c(ii): Evenings and overnight services	19%	22.8%
ASW4c(iii): Weekend Service	47.1%	48.4%

* Note: due to change in practice around recording of meal preparation time as Personal Care (per QPR reports) performance has increased, however even without this the performance is above target.

The indicator relating to performance on available hours of service has reduced over the last 3 years although we have sustained the number of clients receiving a service. The change between the final 2005/06 figure and the final 2006/07 figure is relatively small, but is still a reduction. This reduction in hours is due to a variety of factors including:

- We had an “artificially high” level of service in that in the level of “housing support” tasks performed by in-house Home Care Services in this authority - while in other Councils they were delivered either partly or wholly by Housing Support Agencies and therefore not included in the SPI count. Practice on recording of home care hours appears to have been standardised across Scotland to some extent, through national Working Groups such as ADSW Home Care Sub Group. This has the effect of increasing other Council’s recorded performance.
- The increasing level of need and vulnerability in older people being referred through hospital discharge teams. These clients often need frequent intervention sometimes with more than one carer to support them. This doubles the cost of care for such clients, however the SPI definition does not allow such doubling of hours of employee time.
- As the Department has a requirement to deliver responsive and needs led services within a Best Value setting. To deal with some of the issues noted above and to ensure services are provided as effectively and efficiently as possible, we have reviewed the way in which we assess need and target services to the greatest effect.

This has been achieved by:

- Providing more frequent interventions of shorter duration to those clients most in need of it;

- Increasing the use of mobile teams to support more people – leading to a more effective use of service delivery hours;
- Continuing efforts at rehabilitation through the Step-Up/Step-Down Service; and
- Increased levels of nursing care provided by the NHS – has the effect of reducing measured home care hours.

Through these actions we believe that we are meeting the needs of clients as effectively as possible within the resources available to us. Performance on these areas of service are monitored through Local Improvement Targets (LITs) on which performance is also reported through Quarterly Performance Reports to Committee.

3.2 ASW 6b – Social Enquiry Reports (SERs)

This indicator measures performance on the percentage of SERs submitted to the Court by 12 noon on the due date. Our target for this is 100% to be provided on time.

Recent performance is summarised in the table below and shows performance has not reached the target as yet.

PERIOD	Percentage
April 05 – March 06	85.9%
April 06 – June 06	85.9%
July 06 – September 06	90.5%
October 06 – December 06	97.9%
January 07 – March 07	97.4%

In order to address this shortfall in performance a series of actions were instigated, as reported to a previous Social Justice Committee:

- Vacant posts were filled;
- Recording and software issues were addressed; and
- Revised allocation procedures were put in place.

Over the year these actions have led to an improved performance with 97.43% of reports being submitted on time – compared to 85.9% in 2005/06.

As this latest level of performance is still short of our target we are examining current staffing levels and demands on resources. We will report on progress to a future Committee as part of the QPR process.

3.3 ASW 7b – Probation Timescales

This SPI has been reported as being on-track to meeting the target for 2006/07.

3.4 ASW 8b – Community Service Orders (CSOs)

This Indicator is intended to measure the efficiency of our CSO Service in terms of the number of supervised CS hours able to be made available to allow Offenders to complete their CSO.

Recent performance is summarised in the table below and shows that we have not achieved our target of 6 hours per week.

PERIOD	Hours per week
April 05 – March 06	3.7
April 06 – June 06	3.7
July 06 – September 06	3.8
October 06 – December 06	3.8
January 07 – March 07	2.8

As stated previously, a variety of factors have affected our performance on this indicator. These include:

- An increase in the number of Community Service Orders made by the Court. This is an ongoing trend and indicators are that due to national sentencing policy it will continue;
- A small but significant increase in the number of female offenders some of whom have complex issues including pregnancy and child care concerns;
- An increase in the number of offenders in employment or training. National Standards require Community Service to take account of offender's employment or training commitments and offer placements at weekends or evenings;
- A fairly small but very resource intensive number of high risk offenders made subject to a Community Service Order. These clients are often given Community Service Orders as part of a Probation Order to address specific issues. This results in a requirement for a more comprehensive and lengthy risk assessment and more controlled placement; and
- The level of offenders who breached their Order and when the breach was heard in Court were returned to Community Service to complete their order. The result of this is that orders will take longer to complete as the original disposal date stands. An offender may have had health or personal issues or just simply failed to comply with the orders. Either way a substantial balance of hours remain to be completed.

A series of improvement actions were recently initiated to address performance issues:

- Increase the number of sessional supervisors;
- Increase the number of weekend placements; and

- Increase the range of placements made available.

Further work is under way to examine all of the issues affecting our performance. This includes a process analysis to examine ways of improving performance. Progress on this will be reported to future Social Justice Committees.

4. Financial Implications

- 4.1** If we are to improve performance many of the actions may require additional resources. This will become apparent as the effectiveness of existing actions is measured and as new actions may need to be considered in future, if performance does not improve. At present all actions initiated are within agreed budget levels.

5. Personnel Issues

- 5.1** There may be issues around increasing service demands which will impact on both staffing and workload levels. Any such issues will become apparent as the effectiveness of existing actions is measured and as new actions may need to be considered in future, if performance does not improve. At present all actions initiated are within agreed budgeted staffing levels.

6. Risk Analysis

There are a number of areas of risk.

- 6.1** If we do not address issues of performance it could affect the public perception of the service we deliver and may also lead to the Council coming under scrutiny from external agencies.
- 6.2** In some service areas there may also be an element of public risk i.e. Criminal Justice - where offenders subject to CSOs may feel confident that they can re-offend if the CSO isn't imposed as soon as possible after the court disposal is made.
- 6.3** There may be a financial risk in regard to ongoing funding for the Criminal Justice Partnership, as Scottish Executive funding is affected by levels of performance which is reported each year. It may be that some up-front investment is required to improve performance to secure higher levels of funding in future.

7. Conclusion

- 7.1** This report details the issues affecting performance on SPIs for Adult Social Work Services against agreed targets. It also outlines improvement actions put in place and what impact they have had to date.

8. Recommendation

- 8.1 Committee is asked to note the content of this report and request regular progress reports.

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Appendices:	None
Background Papers:	Social Work Quarterly Performance Reports
Wards Affected:	All