

## Performance Report – October 2016

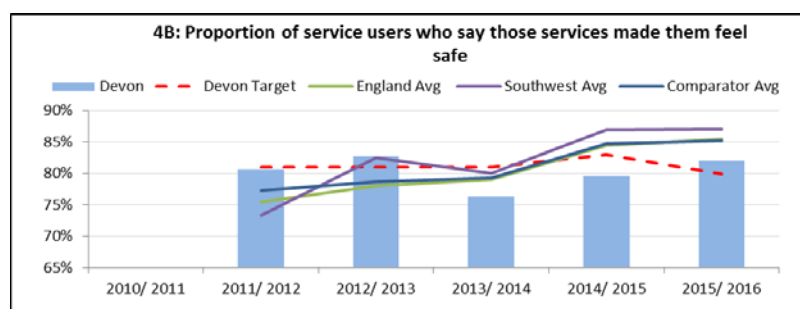
### Report of the Head of Adult Commissioning and Health and the Head of Adult Care Operations and Health

#### Introduction and Background

The Adult Performance Framework (APF) (Appendix A) is structured under the current adult vision priority areas to highlight areas of good performance and where improvement and further development are needed. This report below focuses on those indicators where targets are not being met, and are either Amber (1 – 5% away from target) or Red (more than 5% from target). Overall there are 32 performance indicators reported in the Adult Performance Framework, with targets set. Of those 32, 17 are green (53.1%), 6 are amber (18.75%) and 9 are red (28.1%). Full details of all indicators can be found in Appendix A.

#### 1. Vision Priority 1 - To ensure that people using services feel safe

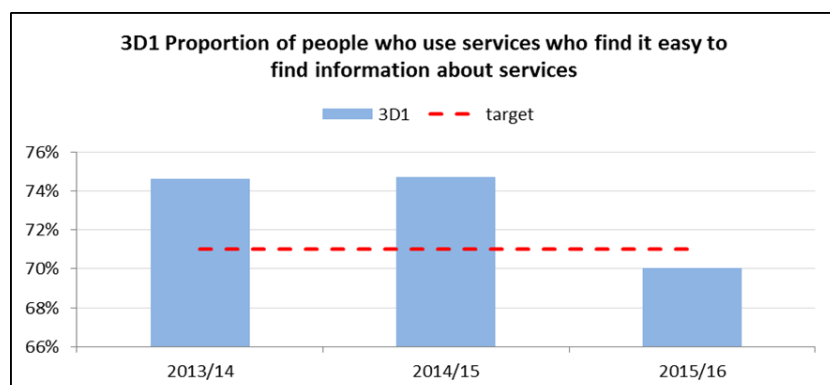
##### 4B – Users who say services have made them feel safe and secure. (Amber)



Performance for Devon has improved for 2015/16, from 79.4% (Red) in March 2015, to 82.0% (Amber) for March 2016. ASCOF 4B is a complimentary measure, to ASCOF 4A (Users who feel safe), giving specific comment on the impact of services on achieving this outcome. Despite an improvement in performance on both these measures, service users in Devon still feel less safe than service users in other areas in the region, or England generally. Members should note this is a perception indicator and forms part of the quality of life measure.

#### 2. Vision Priority 2 - To reduce or delay any need for long term social care and support

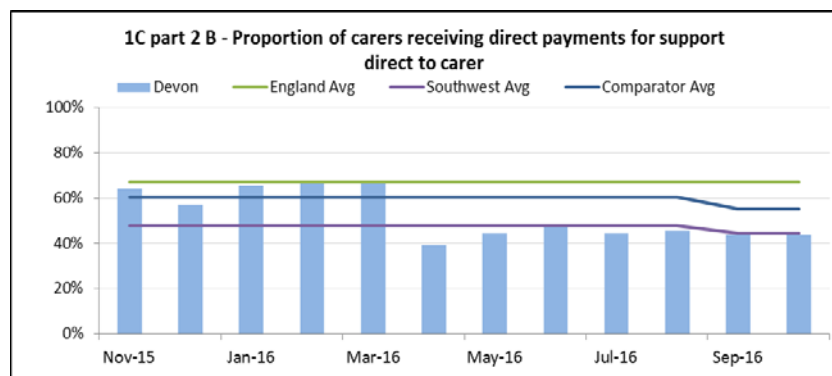
##### 3D part 1 – People who find it easy to find information and support (Red)



Performance for Devon has declined for 2015/16, from 74.5% (Green) in March 2015 to 70.0% (Red) for March 2016. This is a service user perception indicator from the Adult social Care survey. When the

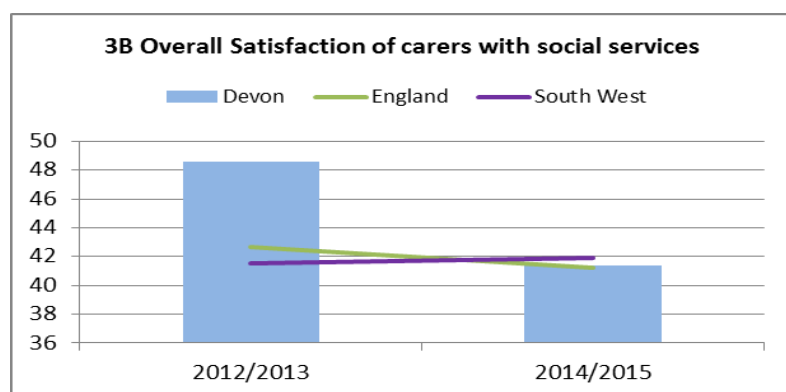
Survey was run the DCC website was undergoing change which meant that some of the web-links were not working correctly, and this may have impacted on performance. Good quality information and advice is an essential feature to effectively managing demand and improvements have been made, including 'Pinpoint' as the on-line directory of services across Devon.

### 1C part 2 B – Carers receiving Direct Payments for support direct to Carer (Red)



Performance for this indicator is at 43.5% (Red) for October 2016, a decline from 66.5% for March 2015. This change in performance follows a changed count methodology for this indicator for carers. Changes to the Carers Offer to make it Care Act compliant from April 2015 resulted in the removal of Flexible Breaks Grants and Take A Break vouchers which had been included in the calculation of these indicators. These schemes ended in March 2016. This ensures we were following more closely the spirit and intent of the 2015 indicator definition changes. This resulted in a dip in performance since April 2016, but now provides a more credible baseline for measuring performance in future years.

### 3B – Overall satisfaction of carers with social services (Amber)

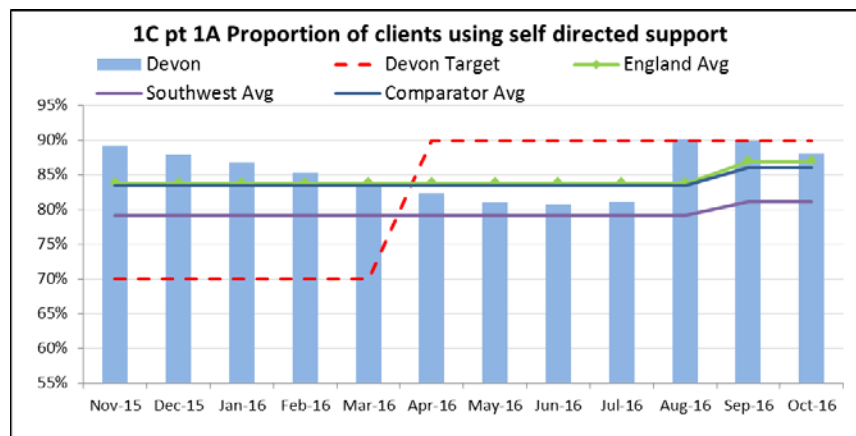


Performance for this indicator is 41.1% (Amber) and is from the 2014/15 Carers Survey. It should be noted that the Carers Survey run in 2014-15 coincided with the consultation on changes to the Carers Offer to make it Care Act compliant. Performance dipped against a number of indicators, but remains ahead of benchmarks. The next Carers Survey has taken place in late 2016, with results available May 2017.

Following the Care Act, Devon remodelled the assessment and support process for Carers. To date, over 6,000 Carer Assessments have been completed, the majority by Devon Carers. Carers who have been assessed have a very high level of self-directed support, and use Direct Payments. Devon performs well compared to regional and national comparators.

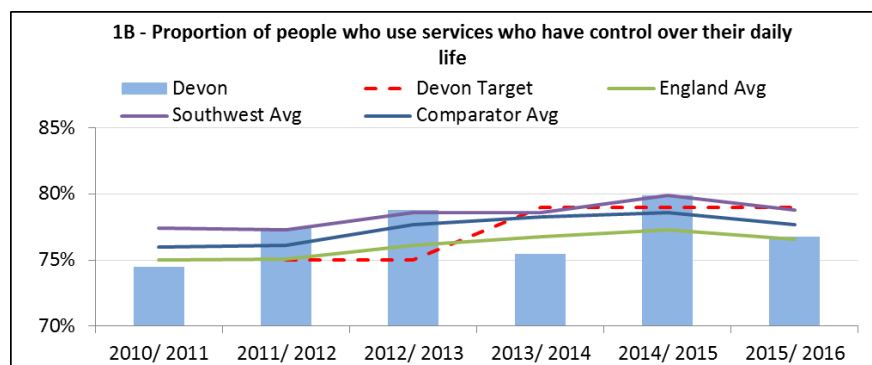
### 3 Vision Priority 3 - To expand the use of community based services and reduce the use of institutional care

#### 1C part 1 A – Adults receiving self-directed support (Amber)



Performance for this indicator has improved since March 2015 (83.49%) to 88.11% for October 2016. For the rolling 12 months to 31<sup>st</sup> October 2016 7,987 clients had received a personal budget. The target for 2015/16 was increased to 90%, following the change in indicator definition in 2014/15 which reported carers and service users in separate indicators and benchmarking data became available for other authorities. Performance did improve from August 2016 following a technical correction in the data calculation. It should be noted that performance in Devon is still better than all comparator benchmarking.

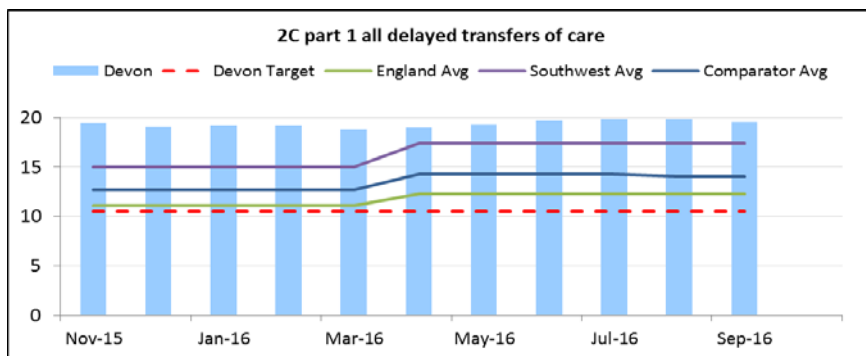
#### 1B – People who have control over their daily life (Amber)



Performance in Devon has fallen for 2015/16 to 76.8% (Amber) from 79.84% for March 2015 (Green). This is calculated from the annual Adult Social Care Survey. A study found members of the public gave 'control' the highest weight and it is therefore subject to a separate indicator (ASCOF 1B). The measure is determined as a percentage of people responding 'I have as much control over my daily life as I want' or 'I have adequate control over my daily living'.

The measure is again a perception indicator, which gives an overall indication of the reported outcome for individuals. Devon ranks 78/152 LAs with performance (76.8%) just above England (76.6%). Statistical Neighbour performance ranges from 74.9% to 82%.

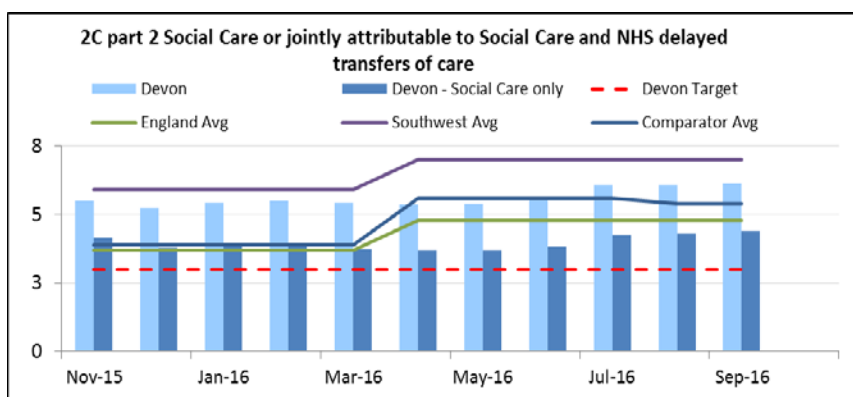
#### 2C Part 1 – Delayed Transfers of Care from hospital, per 100,000 population (Red)



Current performance against ASCOF 2C (part 1) Delayed Transfer of Care (all sources) has increased to 19.50 per 100,000 population and is worse than the 2015-16 England (12.30) and Regional (17.4) comparators. Analysis shows the majority of cases for delayed discharge are waiting for further non acute NHS care which includes intermediate care and reablement. This affected the largest number of patients (513 out of 1,475) and caused the largest number of days of delay (16,693 out of 52,879). For acute beds the RD&E has the largest number of delayed patients (722 out of 927). For non-acute beds, the provider with the largest delays is DPT (298 out of 548).

Improvement work for hospital delays is overseen by the multi-agency Better Care Fund Plan and work continues to improve and strengthen the action plans that have been developed at a Devon wide level for implementation through locality level groups. This is overseen by the new A&E Board.

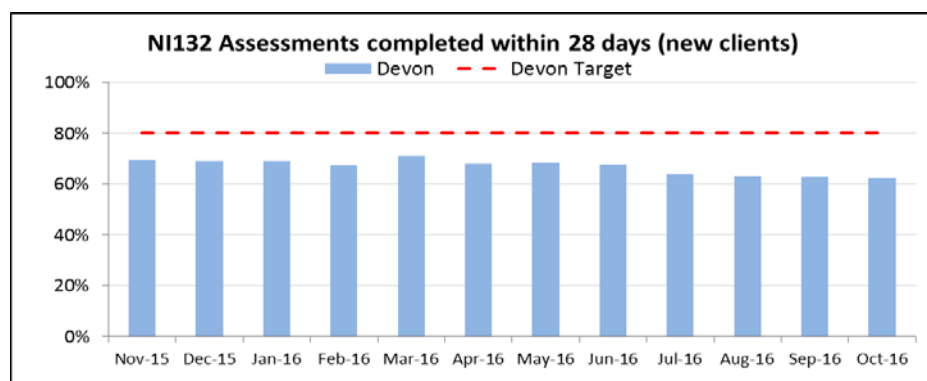
#### 2C Part 2 – Delayed Transfers of Care from hospital, per 100,000 population, attributable to social care or jointly to social care and health (Red)



ASCOF 2C (part 2) measures delays attributable to social care and jointly between the NHS and social care: current performance has deteriorated slightly on last month to 6.15 and is in excess of England Average for 2015/16 of 4.80, but better than the South West average of 7.00. Performance for Social Care Only delays is 4.40 and has been worsening over recent months. Of the 465 patients delayed due to social care or jointly to social care and the NHS over the last 12 months, the highest reasons for delay were, Awaiting Care Package in own home which affected 133 patients (29%), Awaiting Completion of Assessment which affected 89 patients (19%) and Awaiting Residential Home placement which affected 82 patients (18%).

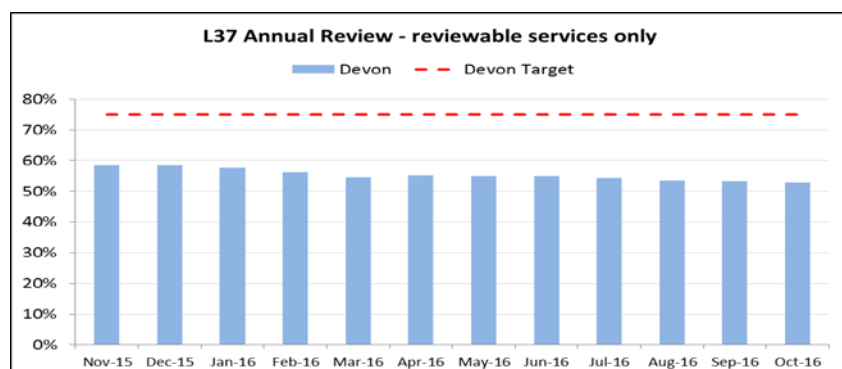
#### 4 Vision Priority 4 - To ensure that people have a positive experience of social care services

##### NI132 – New clients assessed within 28 days (Red)



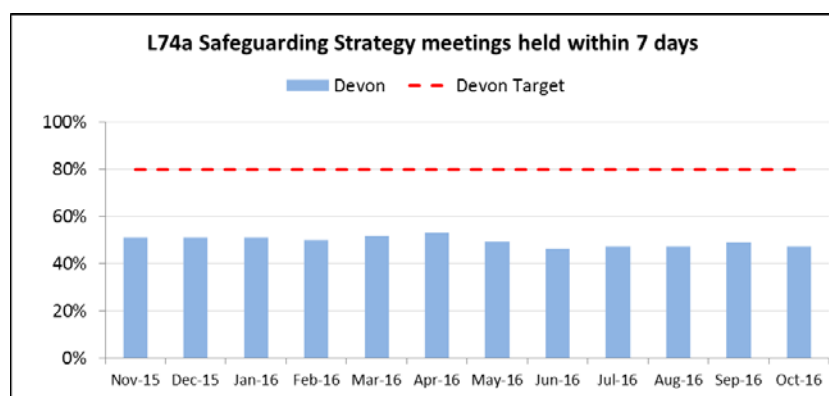
This is a local measure for Devon, and measures how many new people have their assessment of need completed within 28 days of contacting us. For the rolling 12 months to 31<sup>st</sup> October 7,354 people had an assessment completed within this timescale, out of 11,849 people. Performance has been in decline over the last 18 months and is currently at 62.06% (Red) against a target of 80.8%. There is no benchmarking data available to compare our performance to other local authorities.

##### L37 – Annual Review (Red)



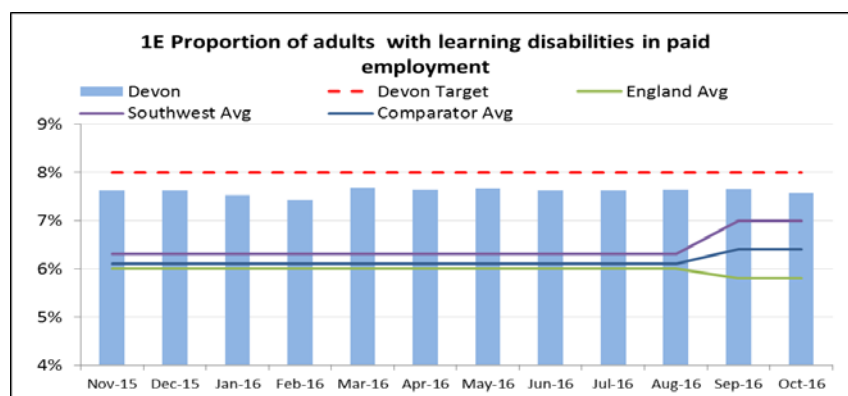
This is a local measure for Devon, and measures how many people in receipt of a service for more than 365 days have received an annual review in the last 12 months. For the rolling 12 months to 31<sup>st</sup> October, 4,187 people had a review, out of 7,897 people. Performance has been in decline over the last 24 months and is currently at 52.74% (Red) against a target of 75.0%. There is no benchmarking data available to compare our performance to other local authorities.

## L74a – Proportion of safeguarding strategy meetings/agreements held within 7 days (Red)



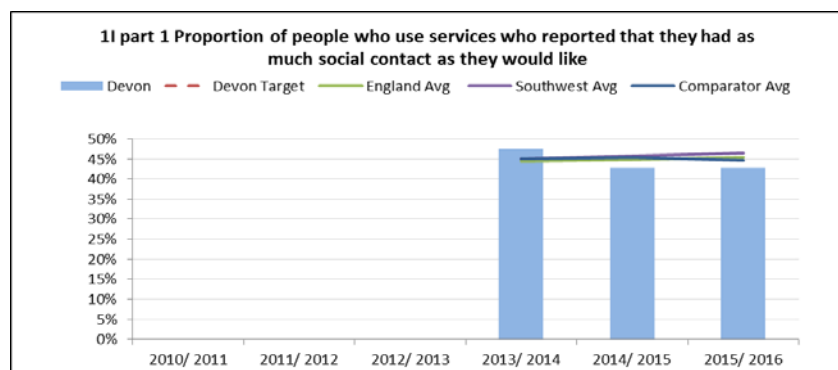
This is a local measure for Devon, and measures how many Safeguarding Strategy meetings met the 7 day timescale requirement in the last 12 months. For the rolling 12 months to 31st October, 135 meetings, out of 285 took place within 7 working days. Performance has been in decline over the last 12 months and is currently at 47.36% (Red) against a target of 80.0%. There is no benchmarking data available to compare our performance to other local authorities.

## 1E – Adults with a Learning Disability in paid employment (Red)



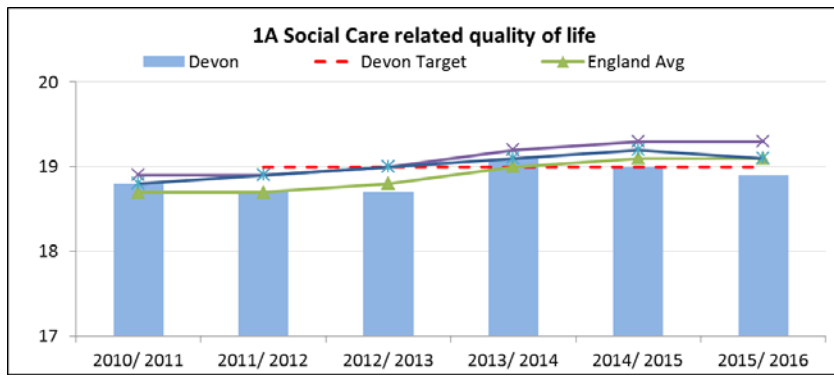
Performance in Devon for October 2016 is 7.57%, a slight reduction since March 2016 (7.69%). The underlying data shows that there are 8 more people with a learning disability in paid employment now than in March (160 compared to 152), but the number of people with a learning disability who have been assessed has also increased, from 1,977 to 2,115. In Devon, people with a learning disability more likely to be in paid employment than people regionally or nationally.

## 1I part 1 – Adults who reported they have as much social contact as they like (Amber)



Performance in Devon for 2015/16 has been static compared to 2014/15. For part 1 (service users) Devon is below England and comparator averages, which have increased slightly. Performance is probably influenced by Devon's rurality. Members should note this is a perception indicator and forms part of the quality of life measure.

## 1A – Social Care related quality of life (Amber)

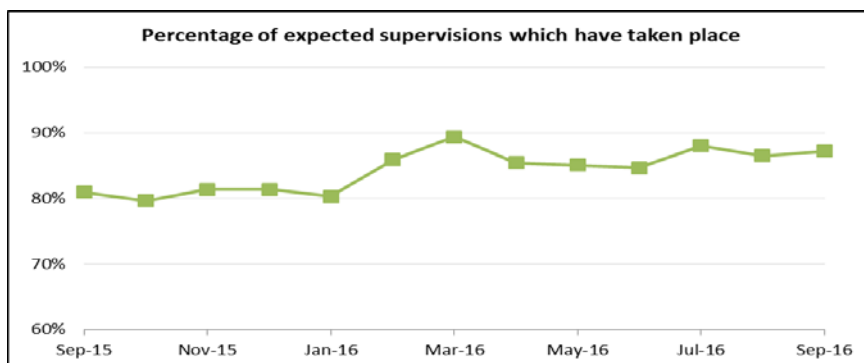


Devon performance has declined slightly for 2015/16, and Devon ranks below the England average and other comparator averages. ASCOF 1A measures 'social care related quality of life' and is a composite indicator computed by equally weighted responses to 8 questions within the ASC User Survey. Each of the questions has four possible outcomes ranging from 'no unmet needs' to 'no needs met'.

As this is a perception indicator, responses are subjective and likely to be externally influenced, e.g. by national media, local consultation etc.

## **5 Vision Priority 5 - To ensure the social care workforce can deliver effective , high quality services**

### L23 – Staff supervision meetings (Red)



This is a local measure for Devon, and calculates how many supervision sessions have been recorded in the last 12 months, for front line social care staff. Current performance is 87.2% for September 2016, against a target of 100.0%. Senior managers receive a detailed report on a monthly basis to highlight area and individual performance gaps.

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Electoral Divisions: ALL

Local Government Act 1972: List of Background Papers

None

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# **Devon Adult Social Care**

## **Senior Leadership Team Adult Care Operations and Health & Adult Commissioning and Health Adult Performance Framework October 2016**



<u>Vision Priority 1: To ensure that people using services feel safe</u>	
1.1	<u>Are we keeping people safe?</u>
	1.1.1 Are people feeling safe? 1.1.2 Do people who receive services think they make them feel safer? 1.1.3 Is our use of Deprivation of Liberties Standards proportionate? 1.1.4 Are safeguarding concerns and enquiries increasing
1.2	<u>Do we commission services which are affordable, sufficient and of at least adequate quality?</u>
	1.2.1 Is there sufficient supply for residential/nursing care, personal care and unregulated care? 1.2.2 Is the supply for residential/nursing care, personal care and unregulated care of adequate quality?:
<u>Vision Priority 2: To reduce or delay any need for long term social care and support</u>	
2.1	<u>Are we enabling people to be independent for longer?</u>
	2.1.1 How do we best measure the impact of prevention? 2.1.2 Is information, advice and signposting diverting people from requiring assessment? 2.1.3 How can we evidence the reducing need of people? 2.1.4 Do people find it easy to access information and advice?
2.2	<u>Are we supporting carers well?</u>
	2.2.1 Are carers saying their quality of life is improving? 2.2.2 Are people getting enough social contact? 2.2.3 Are carers being assessed receiving a service as a result? 2.2.4 What proportion of carers receiving a service do so via a personal budget? 2.2.5 What proportion of carers receiving a service do so via a direct payment? 2.2.6 Are we supporting more carers directly? 2.2.7 Are we supporting more carers indirectly? 2.2.8 How many carers are being assessed/identified?
<u>Vision Priority 3: To expand the use of community based services and reduce the use of institutional care</u>	
3.1	<u>Are we extending choice and control?</u>
	3.1.1 Are people offered and taking up a personal budget? 3.1.2 Are people taking up Direct Payments as the preferred personal budget option? 3.1.3 Are people using personal budgets saying they have more choice and control? 3.1.4 Are allocated budgets in line with assessed need? 3.1.5 Do people receive a service quickly?
3.2	<u>Do we help keep people out of hospital wherever possible?</u>
	3.2.1 Are delayed transfers of care reducing? 3.2.2 In particular are delayed transfers of care attributable to social care reducing? 3.2.4 Are older people discharged from hospital offered appropriate reablement and rehabilitation? 3.2.5 Is the reablement and rehabilitation of older people being discharged from hospital effective? 3.2.6 Is ASC contributing to minimising hospital admissions?
3.3	<u>Do we help people to remain at home wherever possible? / Are we minimising the use of residential services?</u>
	3.3.1 Are younger adults being maintained in their own homes? 3.3.2 Are older adults being maintained in their own homes? 3.3.3 Are we reducing the balance of residential vs community services? 3.3.4 Is there a balance of service provision in the market place? Are there adequate services to meet community need? 3.3.5 Are we increasing the number of people we support in the community?
<u>Vision Priority 4: To ensure that people have a positive experience of social care services</u>	
4.1	<u>Are we delivering an effective care management service?</u>
	4.1.1 Are people assessed in a timely way? 4.1.2 Are people reviewed i) 6 - 8 weeks after assessment, and ii) annually? 4.1.3 Is the quality of assessment, review and care planning audited as good? 4.1.4 Is the user/carer perception of the quality of assessment, review and care planning good? 4.1.5 Productivity of teams 4.1.6 Is our safeguarding response timely? 4.1.7 Are safeguarding enquiries and concerns recurring for the same people? 4.1.8 Is our use of Mental Capacity Act assessments proportionate? 4.1.9 What are the outcomes for the clients? 4.1.10 Transitions into Adult Services
4.2	<u>Are we improving peoples lives? OR Are we helping people to improve their lives?</u>
	4.2.1 Are younger adults living independently? 4.2.2 Are younger adults in employment? 4.2.3 Are people getting enough social contact? 4.2.4 Are service users saying their quality of life is improving? 4.2.5 What are the outcomes of what we do?
<u>Vision Priority 5: To ensure the social care workforce can deliver effective, high quality services</u>	
5.1	<u>Do we have a workforce which is well trained and competent to meet the needs of service users and carers?</u>
	5.1.1 Workforce FTE, vacancies, agency staff, sickness,maternity and adoption 5.1.2 Absence 5.1.3 Appraisal and Supervision 5.1.4 Recruitment and Retention 5.1.5 Qualified Workforce
<u>Vision Priority 6: To ensure that strategic planning and commissioning of adult social care services is integrated with the NHS and other partners</u>	
6.1	

Adult's Services APF Scorecard - October 2016								
		2015/16 Benchmarking				2015/16 ACS Targets	2016/17 ACS Targets	2016/17 October Performance
Code	Title	Devon	Regional	Comparator	England	Devon Target 2015/16	Devon Target 2016/17	Performance @ Oct 2016
<b>Vision Priority 1: To ensure that people using services feel safe</b>								
<b>1.1 We are keeping people safe</b>								
4B	Users who say services have made them feel safe and secure	82.0%	87.1%	85.2%	85.4%	79.9%	84.5%	82.0%
4A	Users who feel safe	69.0%	69.6%	68.7%	69.2%	66.3%	68.3%	69.0%
L24	Rate of DOLS per 100,000 population	N/A	N/A	N/A	N/A	N/A	No Target	361
L25	Safeguarding alert volumes	N/A	N/A	N/A	N/A	N/A	No Target	2,369
L26	Whole service investigation volumes	N/A	N/A	N/A	N/A	N/A	No Target	14
APF 1.1.4	Making Safeguarding Personal - meeting preferred outcomes	N/A	N/A	N/A	N/A	N/A	No Target	91.8%
<b>1.2 We commission services which are affordable, sufficient and of at least adequate quality</b>								
APF 1.2.1	Unfulfilled Care Packages	N/A	N/A	N/A	N/A	N/A	No Target	117
3A	Overall satisfaction of people who use services with their care and support	68.0%	66.3%	64.6%	64.4%	68.0%	68.0%	68.0%
APF 1.2.2	Percentage of commissioned services in Devon graded by CQC as Compliant (assumes outstanding/good): NEW inspection regime	N/A	54.0%	N/A	N/A	No Target	66.0%	78.0%
<b>Vision Priority 2: To reduce or delay any need for long term social care and support</b>								
<b>2.1. We are enabling people to be independent for longer</b>								
3D part 1	People who find it easy to find information about support	70.0%	73.3%	72.4%	73.5%	71.0%	74.5%	70.0%
<b>2.2 We are supporting carers well</b>								
1D	Carer reported quality of life	8.1	7.9	7.8	7.9	8.2	8.2	(14/15) 8.2
1I part 2	Carers who reported that they had as much social contact as they would like	39.0%	36.4%	35.6%	38.5%	45.0%	39.0%	(14/15) 39%
NI135	Carers receiving needs assessment/ review/ and a specific carer's service, or advice and information	N/A	N/A	N/A	N/A	N/A	No Target	48.0%
1C Part 1 b	Carers receiving self-directed support	70.9%	55.4%	60.7%	77.7%	No Target	89.4%	98.7%
1C Part 2 b	Carers receiving direct payments for support direct to carer	44.4%	44.4%	55.2%	67.4%	No Target	66.9%	43.5%
APF 2.2.8	Number of Carers being identified / assessed	N/A	N/A	N/A	N/A	N/A	No Target	5,698
3B	Overall satisfaction of carers with social services	41.4%	41.9%	40.8%	41.2%	46.1%	41.9%	(14/15) 41.4%
3C	Carers who report that they have been included or consulted in discussion about the person they care for	73.0%	72.2%	73.0%	72.3%	73.7%	73.7%	(14/15) 73%
<b>Vision Priority 3: To expand the use of community based services and reduce the use of institutional care</b>								
<b>3.1. We are extending choice and control</b>								
1C Part 1 a	Adults receiving self-directed support	84.0%	81.1%	86.0%	86.9%	No Target	89.9%	88.1%
1C Part 2 a	Adults receiving direct payments	30.6%	28.5%	30.4%	28.1%	No Target	33.5%	33.9%
1B	People who have control over their daily life	76.8%	78.8%	77.7%	76.6%	79.0%	79.9%	76.8%
APF 3.1.4	% variance from Estimated Budget to Agreed Budget	N/A	N/A	N/A	N/A	N/A	No Target	6.9%
APF 3.1.4	Average agreed budget	N/A	N/A	N/A	N/A	N/A	No Target	£279.91
NI133	Waiting times for Services	N/A	N/A	N/A	N/A	N/A	94.8%	94.9%

<b>3.2. We help keep people out of hospital wherever possible</b>								
2C Part 1	DTOC (Delayed transfers of care) from hospital per 100,000 population	18.6	17.3	14.0	12.1	10.5	No Target	19.5
2C Part 2	DTOC attributable to social care or jointly to social care and the NHS	5.4	6.9	5.4	4.7	3.0	No Target	6.2
2B part 1	Older people (65+) still at home 91 days after hospital discharge into reablement/rehab services (effectiveness of the service)	87.1%	84.1%	83.8%	82.7%	81.5%	81.5%	90.1%
2B part 2	Older people (65+) still at home 91 days after hospital discharge into reablement/rehab services (offered the service)	1.3%	2.9%	2.5%	2.9%	3.3%	No Target	1.8%
2D	Received a short term service during the year where the sequel to the service was either no ongoing support or support of a lower level	87.8%	82.9%	78.7%	75.8%	No Target	88.4	89.4%
<b>3.3 We help people to remain at home wherever possible / We are minimising the use of residential services</b>								
2A part 1	Long-term support needs of younger adults (18-64) met by admission to residential and nursing care homes, per 100,000 population	13.2	13.4	13.2	13.3	17.0	15.1	11.0
2A part 2	Long-term support needs of older adults (65+) met by admission to residential and nursing care homes, per 100,000 population	500.6	606.4	557.2	628.2	540.5	514.6	445.4
<b>Vision Priority 4: To ensure that people have a positive experience of social care services</b>								
<b>4.1. We are delivering an effective care management service</b>								
NI 132	Timeliness of social care assessment - new clients assessed within 28 days	N/A	N/A	N/A	N/A	80.0%	80.0%	62.1%
L37	Annual review - reviewable services	N/A	N/A	N/A	N/A	75.0%	75.0%	53.0%
APF 4.1.3	Practice Quality Review - Percentage of requested cases completed	N/A	N/A	N/A	N/A	N/A	No Target	54.4%
APF 4.1.3	Practice Quality Review - Number completed (Number requested)	N/A	N/A	N/A	N/A	N/A	No Target	# 50 (92)
L74a	Proportion of safeguarding strategy meetings/agreements held within 7 working days	N/A	N/A	N/A	N/A	80%	80%	43.4%
L77	Proportion of safeguarding case conferences held within 30 working days of strategy meetings	N/A	N/A	N/A	N/A	80.0%	80.0%	81.6%
L27	Mental Capacity Act assessments completed	N/A	N/A	N/A	N/A	N/A	No Target	1,922
<b>4.2 We are improving peoples lives OR We are helping people to improve their lives</b>								
1G	Adults with a learning disability who live in their own home or with their family	70.0%	72.2%	73.4%	75.4%	72.1%	69.5%	75.2%
1H	Adults in contact with secondary mental health services living independently, with or without support	63.8%	55.8%	55.1%	58.6%	60.8%	63.8%	64.3%
1E	Adults with a learning disability in paid employment	7.3%	7.0%	6.4%	5.8%	8.0%	8.0%	7.6%
1F	Adults with secondary mental health services in paid employment	5.6%	9.4%	9.0%	6.7%	7.4%	6.7%	7.2%
1I part 1	Adults who reported that they had as much social contact as they would like	42.8%	46.6%	44.6%	45.4%	45.0%	44.8%	42.8%
1A	Social care related quality of life	18.9	19.3	19.1	19.1	19.0	19.1	18.9
<b>Vision Priority 5: To ensure the social care workforce</b>								
<b>5.1. We have a workforce which is well trained and competent to meet the needs of service users and carers</b>								
L21	Percent of working days lost to sickness	N/A	N/A	N/A	N/A	4.8%	4.5%	3.4%
L23	Staff supervision meetings	N/A	N/A	N/A	N/A	100.0%	100.0%	87.2%

## Vision Priority 1: To ensure that people using services feel safe

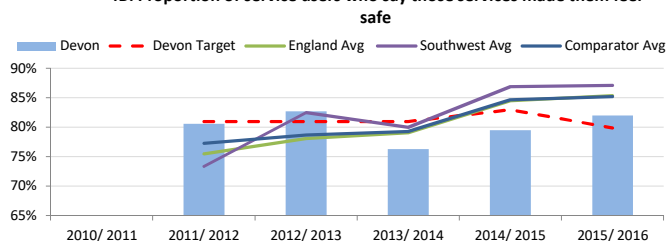
### 1. 1 Are we keeping people safe?

#### Summary of Performance (Insight and Impact analysis) -

Service user views are captured annually as part of the national Adult Social Care User Survey. Published data relates to 2014-15, where Devon performance remains below benchmarks for both ASCOF perception measures of 'safety'. Provisional outcomes for 2015-16 show improvements in both indicators. DEPRIVATION OF LIBERTIES SAFEGUARDS (DoLS): following the Cheshire West ruling, there is significant pressure in the system. Waiting lists for applications stood at 2,895 at the end of October. Work to develop workflow reports for those DoLS applications triaged as high priority will follow Care First development. As this work progresses we will be better able to describe the impact of actions to ensure the right people are being prioritised. SAFEGUARDING: as a result of the Care Act, safeguarding terminology changed for 2015/16 from alerts/referrals/investigation to concerns/enquiries. New forms were introduced in DCC to reflect these changes from August 2015. Further changes have been made to the Enquiry form to better capture data on outcomes relating to risk assessment and Making Safeguarding Personal. Rolling 12 months data will reflect a mixed picture of data before and after these form and threshold changes. The number of concerns increased following Care Act implementation but is stabilising following management action. Alternative options for addressing the presenting issue (including care management) are considered before making the threshold decision; this may explain the apparently low percentage of concerns moving to enquiries. National comparators for concerns and enquiries will be available in October 2016 when the Safeguarding Adult Collection data is published.

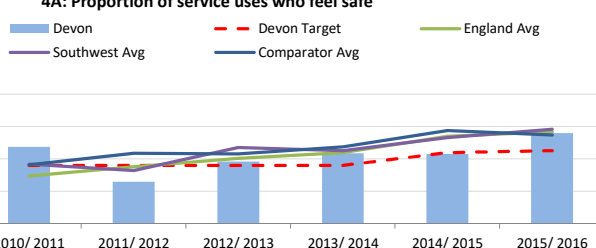
#### Headline Performance for Devon

4B: Proportion of service users who say those services made them feel safe



#### Headline Performance for Devon

4A: Proportion of service users who feel safe

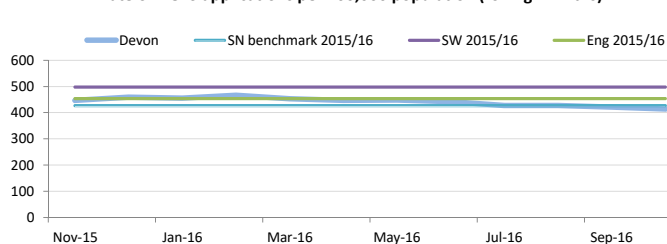


4B	2012/2013	2013/2014	2014/2015	2015/2016	15/16 Target	England Avg 15/16	SW Avg 15/16	Comp. Avg 15/16	4A	2012/2013	2013/2014	2014/2015	2015/2016	Target 15/16	England Avg 15/16	SW Avg 15/16	Comp. Avg 15/16
Devon	82.7%	76.3%	79.50%	82.00%	79.90%	85.40%	87.10%	85.20%	Devon	64.6%	65.9%	65.80%	69.00%	66.30%	69.20%	69.60%	68.70%

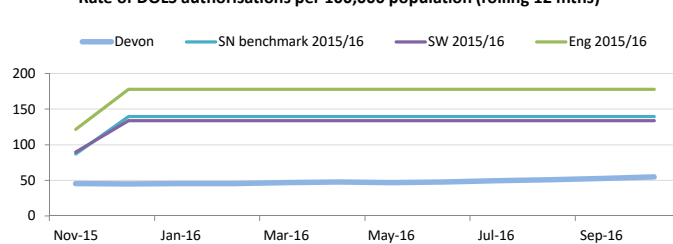
#### 1.1.3 Is our use of Deprivation of Liberties Standards proportionate?

#### Headline Performance for Devon

Rate of DOLS applications per 100,000 population (rolling 12 mths)



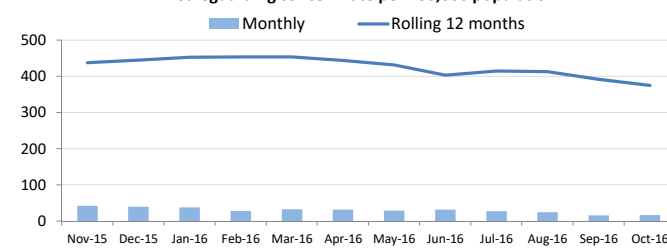
Rate of DOLS authorisations per 100,000 population (rolling 12 mths)



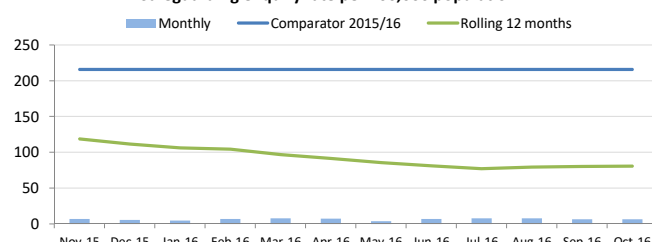
#### 1.1.4 Are safeguarding concerns and enquiries increasing?

#### Headline Performance for Devon

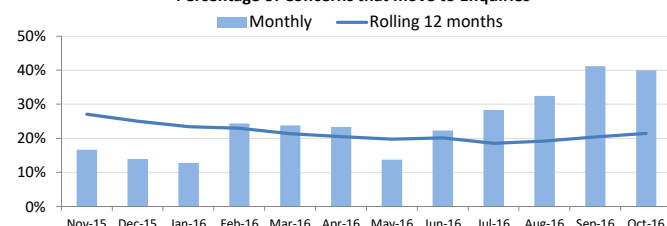
Safeguarding concern rate per 100,000 population



Safeguarding enquiry rate per 100,000 population



Percentage of Concerns that move to Enquiries



Outcomes of Safeguarding Concerns (rolling 12 mths)

	All concerns		s42 Concerns	
No further action	400	40.1%	26	10.1%
NFSA -info & advice	226	22.6%	21	8.1%
NFSA - social care assessment	180	18.0%	23	8.9%
Proceed to enquiry	192	19.2%	188	72.9%
Total	998		258	

No further safeguarding action (NFSA)



## 1.2. Do we commission services which are affordable, sufficient and of at least adequate quality?

### Summary of Performance (Insight and Impact analysis) -

The Care Quality Commission (CQC) changed its inspection regime in October 2014. Quality is assessed by the percentage of social care providers rated Good or Outstanding by CQC. Figures show active organisations only (i.e. not inactive or de-registered organisations). Performance has steadily been improving and was at 80.4% (1 Oct 2016) which is higher than both the rate for the South West region (77.8%) and the rate for England (73.2%). Quality for community based providers (88.4%) is markedly higher than for the residential care sector (78.5%). This remains a priority area for development along with a better understanding of market sufficiency and price.

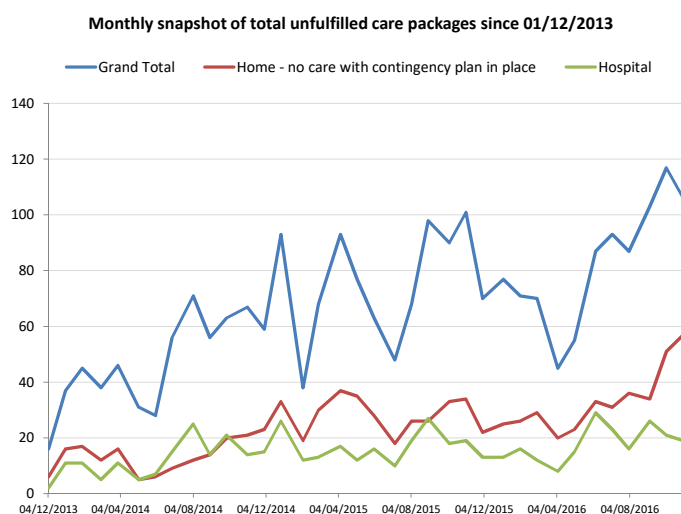
Quality suspensions have fallen again this month, whilst safeguarding suspensions have remained the same.

### 1.2.1 Is there sufficient supply for residential/nursing care, personal care and unregulated care?

#### Unfulfilled care packages

Below is an extract from the Unfulfilled Care Packages report, dated 04/10/2016. There were a total of 106 people with unfulfilled care packages that week, of which 23 were new to the list in that week. As at the end of October 2016 there were 4182 people in receipt of personal care, meaning UCPs represent 2.53% of personal care clients. Whilst Eastern has the most Unfulfilled packages of care, Northern has 1 case which has been waiting the longest. Opposite is a graph showing the monthly snapshot trend since 01/12/2013, and includes number of clients who are in hospital, or at home with no care.

Length of time without supply	Eastern	Northern	Southern	Grand Total	New clients to the list
Less than 4 weeks	50	4	12	66	23
Between 4 & 7 Weeks	13	1	4	18	0
Between 8 & 11 Weeks	7	1	8	0	0
Between 12 & 15 Weeks	2	1	4	7	0
Between 16 & 19 Weeks	3	1	1	5	0
25 Weeks	1			1	0
46 Weeks		1		1	0
<b>Grand Total</b>	<b>76</b>	<b>9</b>	<b>21</b>	<b>106</b>	<b>23</b>

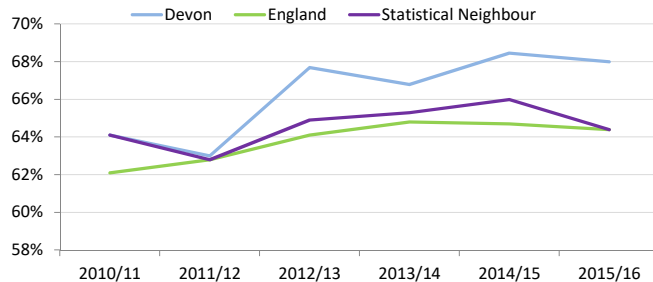


### 1.2.2 Is the supply for residential/nursing care, personal care and unregulated care of adequate quality?

ASCOF 3A: overall satisfaction of people who use services with their care and support

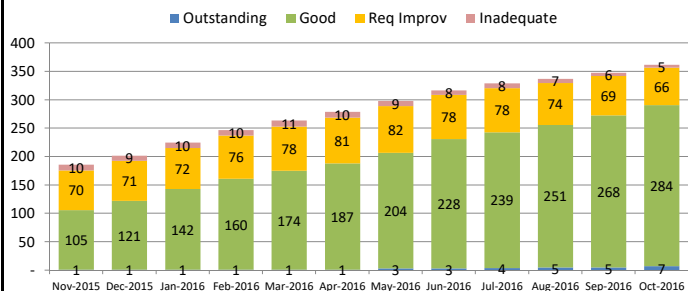
3A	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16
Devon	64.10%	63.00%	67.70%	66.80%	68.45%	68.00%
England	62.10%	62.80%	64.10%	64.80%	64.70%	64.40%
SN	64.10%	62.80%	64.90%	65.30%	66.00%	64.60%

3A Overall satisfaction of people with their care and support

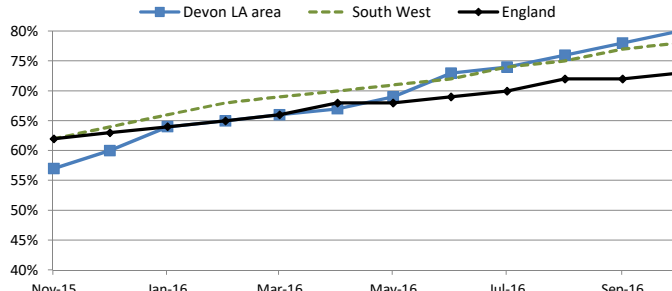


As determined by the regulator? CQC Inspections

Devon - New Style Inspection Results (Cumulative to date)

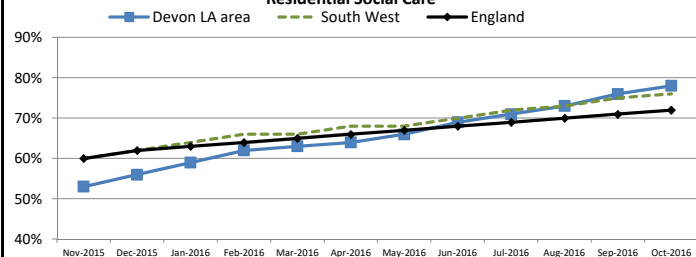


Overall Outstanding or Good Rating



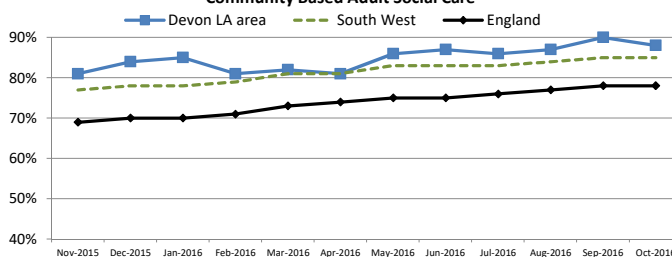
Overall Outstanding or Good Rating

Residential Social Care

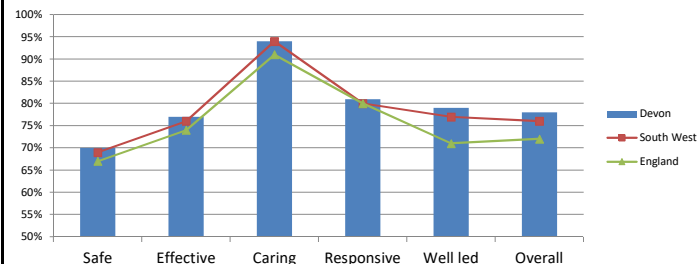


Overall Outstanding or Good Rating

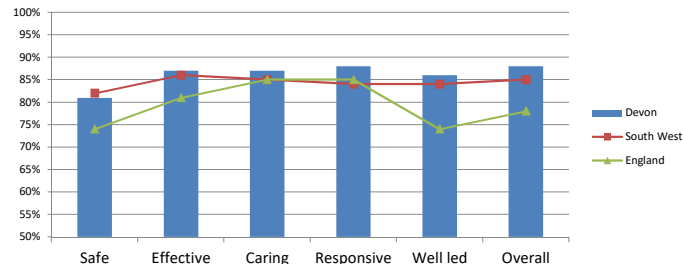
Community Based Adult Social Care



Residential Social Care - % rated Outstanding or Good, by domain

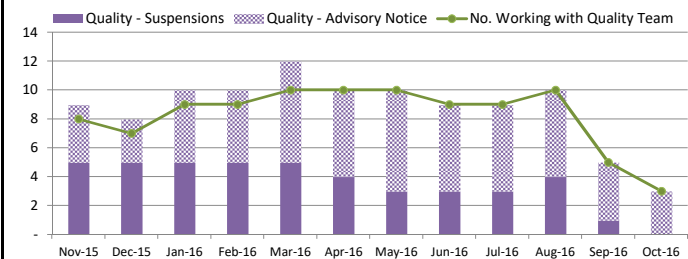


Community Based Social Care - % rated Outstanding or Good, by domain

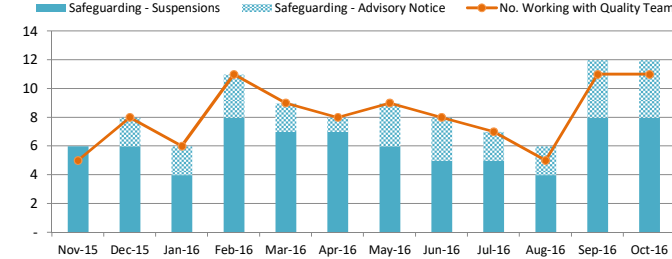


As determined by Devon? Quality Assurance and Improvement Team (QAIT)

Quality Provider Placement Suspensions



Safeguarding Provider Placement Suspensions

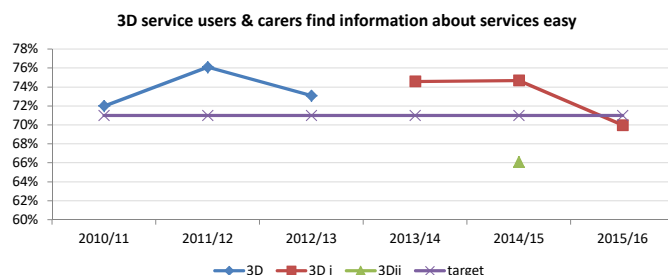


## Vision Priority 2: To reduce or delay any need for long term social care and support

### 2.1.4 Do people find it easy to access information and advice?

#### Headline Performance for Devon

	2011 / 12	2012/ 13	2013/ 14	2014/15	2015/16	Target
3D - Proportion of people who use services an carers who find it easy to find information about services	76.1	73.1	73.1			
3D1 - Proportion of people who use services who find it easy to find information about services			74.6	74.7	70	71
3D2 - Proportion of carers who find it easy to find information about services				66.1		

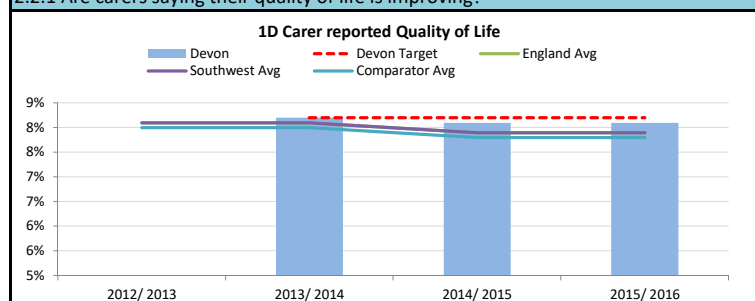


## 2.2 Are we supporting carers well?

### Summary of Performance (Insight and Impact analysis) -

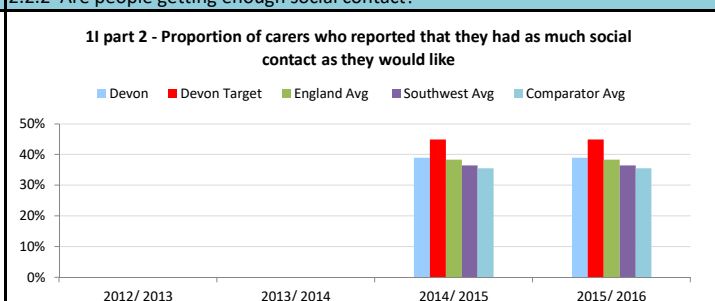
Implementation of the carers elements of the Care Act has resulted in a revised three tier offer for carers, which has resulted in significant practice and process changes. The Care Act provided carers with an entitlement to individual assessment and since April 2015 6392 Carers Assessments have been started, of which 5872 had been completed by 30th September 2016. Of the completed assessment forms during 2015/16 49.47% had an outcome of Social Care offer. Feedback from carers is captured biennially through the national Survey of Adult Carers, which enables performance to be benchmarked Nationally, Regionally and against Statistical Neighbours. Devon performance for the composite indicator ASCOF 1D, Carer reported Quality of Life is good and above benchmarks. Likewise for ASCOF 1I (part 2) % of carers having as much social contact as they would like. Devon performs well against the carers personalisation measures ASCOF 1C parts 1b and 2b and is above England and Regional Comparators for 2014/15.

### 2.2.1 Are carers saying their quality of life is improving?



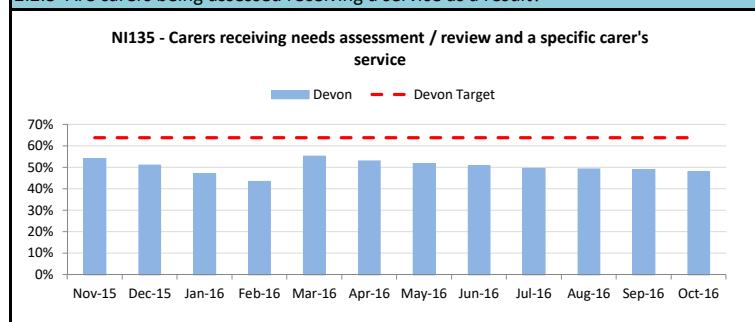
1D	Devon 2013/14	Eng 13/14	SW 13/14	Devon 2014/15	Eng 14/15	SW 14/15	Devon Target
	8.2%	8.1%	8.1%	8.1%	7.9%	7.9%	8.20%

### 2.2.2 Are people getting enough social contact?



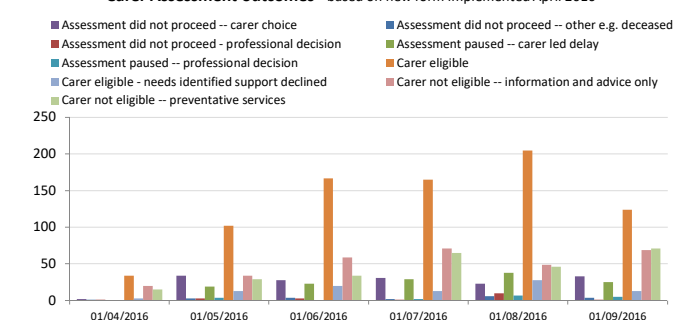
1I pt 2	2014/15	Target 16/17	Eng 14/15	SN 14/15
Devon	39	39	38.5	35.6

### 2.2.3 Are carers being assessed receiving a service as a result?

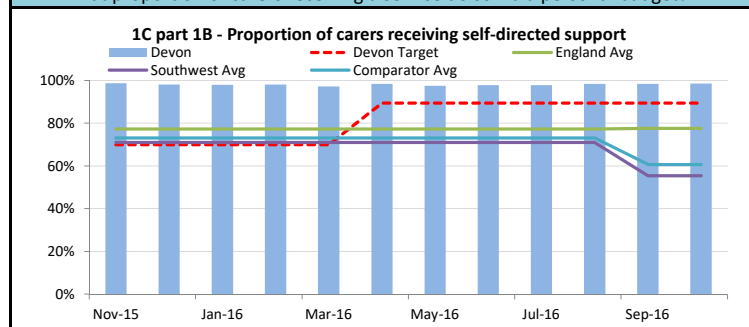


N135	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
Devon	55.37%	53.13%	51.99%	50.84%	49.64%	49.46%	49.02%	48.02%

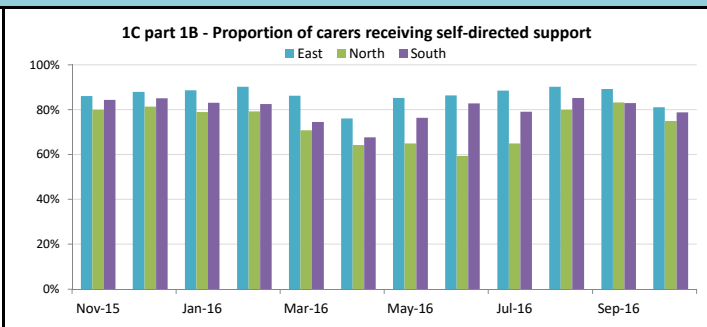
#### Carer Assessment outcomes - based on new form implemented April 2016



## 2.2.4 What proportion of carers receiving a service do so via a personal budget?

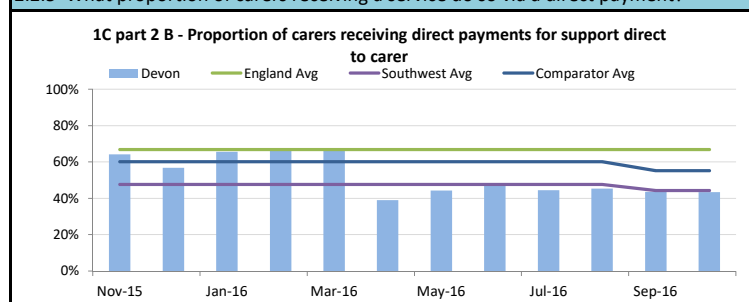


1C pt 1B	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	16/17 Target	Eng 15/16	SW 15/16
Devon	97.20%	97.85%	98.47%	98.39%	98.65%	89.40%	77.70%	55.40%

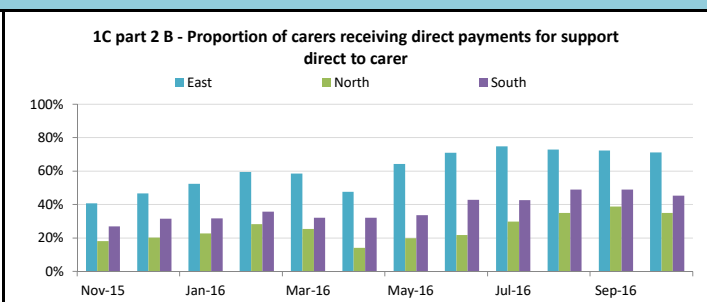


1C pt 1B	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	86.22%	76.19%	85.31%	86.42%	88.52%	90.27%	89.19%	81.18%
North	70.91%	64.29%	65.00%	59.38%	65.00%	80.00%	83.33%	75.00%
South	74.58%	67.74%	76.40%	82.80%	79.17%	85.29%	83.00%	78.85%

## 2.2.5 What proportion of carers receiving a service do so via a direct payment?

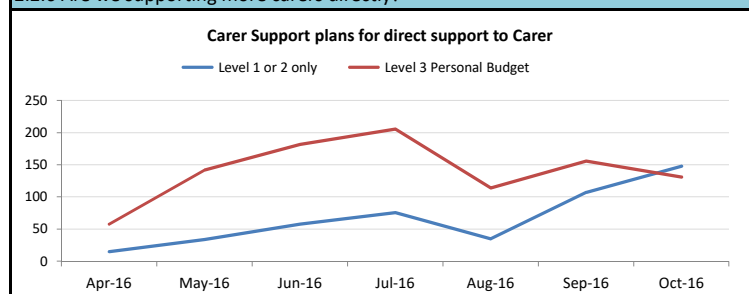


1C (2B)	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	16/17 Target	Eng 15/16	SW 15/16
Devon	66.50%	44.52%	45.47%	43.60%	43.49%	66.90%	67.40%	44.40%

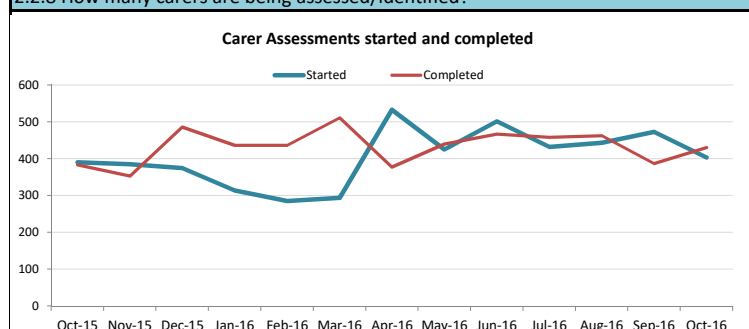


1C (2B)	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	58.67%	47.62%	64.34%	70.99%	74.86%	72.97%	72.43%	71.20%
North	25.45%	14.29%	20.00%	21.88%	30.00%	35.00%	38.89%	35.14%
South	32.20%	32.26%	33.71%	43.01%	42.71%	49.02%	49.00%	45.37%

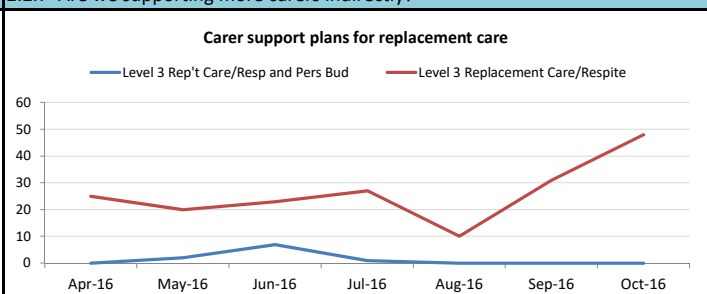
## 2.2.6 Are we supporting more carers directly?



## 2.2.8 How many carers are being assessed/identified?



## 2.2.7 Are we supporting more carers indirectly?





### Vision Priority 3: To expand the use of community based services and reduce the use of institutional care

#### 3.1. Are we extending choice and control?

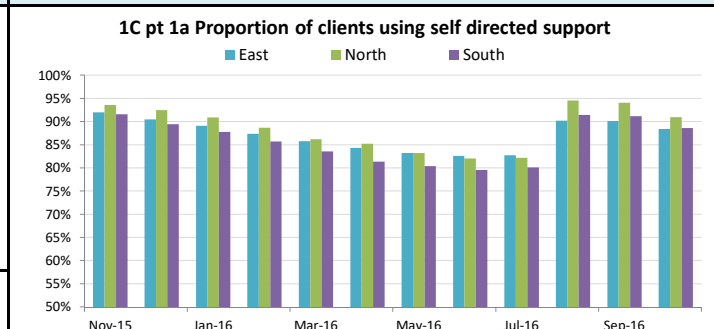
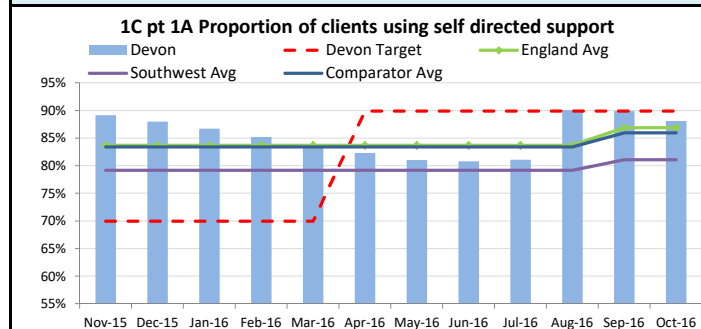
##### Summary of Performance (Insight and Impact analysis) -

Devon performs well against the national personalisation metrics: ASCOF 1C parts 1A and 2A, which measure self-directed support and direct payments; benchmarking in excess of comparators in 2014-15. Reported performance against both measures had declined during 2015-16. Upon investigation however, a correction has been made to the calculation process and therefore performance from August 2016 onwards has improved and is meeting the target. Service user perceptions are measured annually through the national Adult Social Care User Survey, which enables benchmarking of performance. In 2014-15, Devon performance against ASCOF 1B (Proportion of people who feel they have control in their daily lives) was above national and regional comparators. A new resource allocation system was introduced in 2015-16 to provide a more equitable and transparent basis for funding decisions. Local indicators are currently being used to monitor resources allocated to fund packages. Data shows that for Learning Disability service users Agreed budgets are routinely lower than Estimated budgets, whereas the converse is true for Older People and Physical Disability service users.

#### 3.1.1 Are people offered and taking up a personal budget?

##### Headline Performance for Devon

##### Area breakdown of performance



IC 1a	Mar-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Devon 16/17	Eng 15/16
Devon	83.49%	80.79%	81.13%	90.12%	89.90%	88.11%	89.90%	86.90%

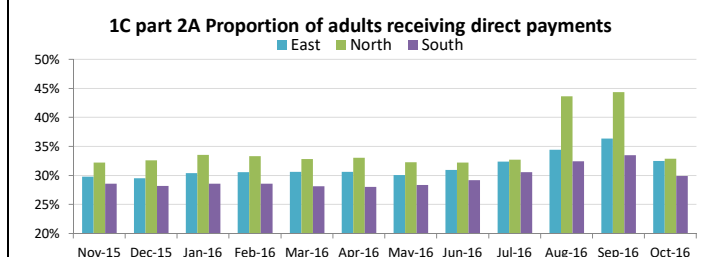
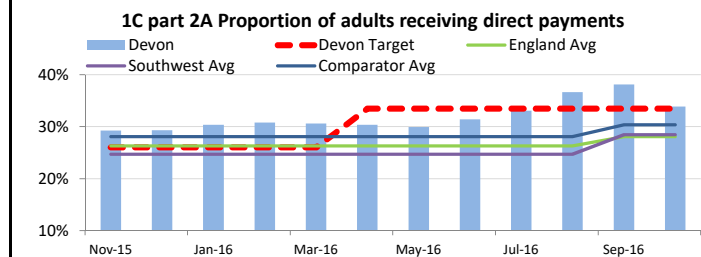
# Devon performance prior to March 2015 was based on the previous definition of 1c part 1

1C 1a	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	85.82%	84.35%	83.21%	82.65%	82.79%	90.24%	90.17%	88.40%
North	86.20%	85.26%	83.24%	82.09%	82.18%	94.54%	94.11%	91.01%
South	83.56%	81.38%	80.38%	79.60%	80.12%	91.48%	91.19%	88.62%

#### 3.1.2 Are people taking up Direct Payments as the preferred personal budget option?

##### Headline Performance for Devon

##### Area breakdown of performance

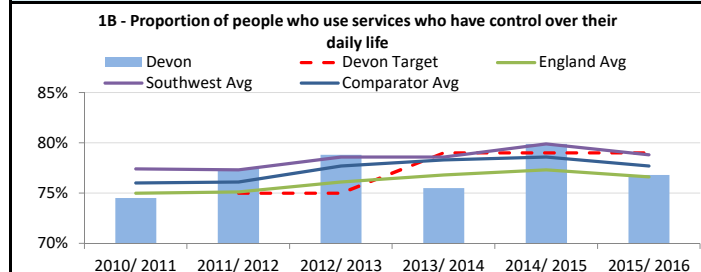


1C part 2A	Mar-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Devon 16/17	Eng 15/16
Devon	30.62%	31.44%	33.09%	36.68%	38.18%	33.94%	33.50%	28.10%
Target	26.00%	33.50%	33.50%	33.50%	33.50%	33.50%		

1C part 2A	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	30.63%	30.63%	30.08%	30.96%	32.41%	34.48%	36.40%	36.40%
North	32.85%	33.10%	32.33%	32.25%	32.72%	43.67%	44.41%	44.41%
South	28.15%	28.06%	28.36%	29.20%	30.57%	32.46%	33.51%	33.51%

#### 3.1.3 Are people using personal budgets saying they have more choice and control?

##### Headline Performance for Devon

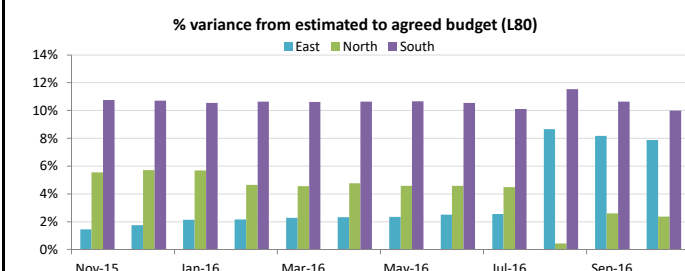
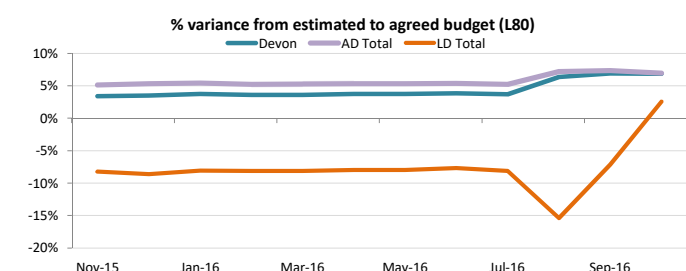
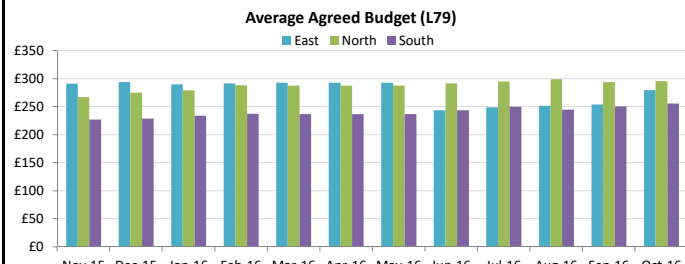
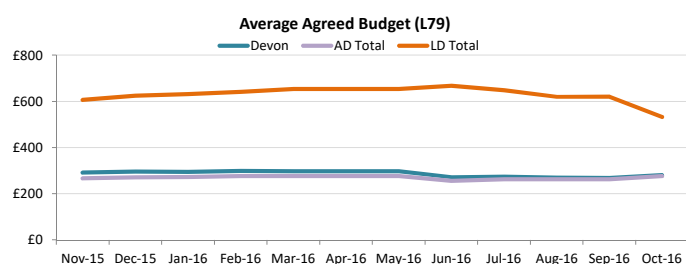


1B	2011/12	2012/13	2013/14	2014/15	2015/16	Target 16/17	Eng 15/16	Comp 15/16
Devon	77.40%	78.70%	75.50%	79.84%	76.80%	79.90%	76.60%	78.20%

This National Indicator is taken from the Annual Users Survey. Devon's performance for 2015/16 has declined to 76.8% and below target. Performance in Devon is higher than the 2015/16 England average of 76.6% and below 2015/16 SW regional average of 78.8%

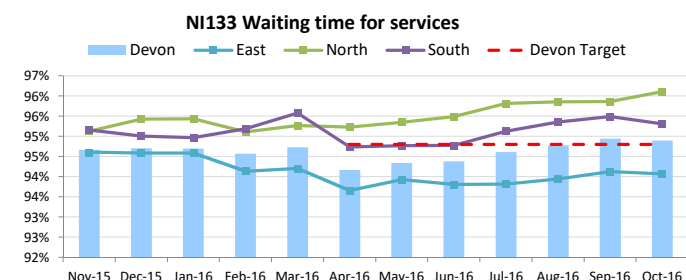
### 3.1.4 Are allocated budgets in line with assessed need?

#### Headline Performance for Devon



### 3.1.5 Do people receive a service quickly?

#### Headline Performance for Devon



NI133	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
Devon	94.73%	94.17%	94.34%	94.38%	94.61%	94.78%	94.95%	94.90%
East	94.21%	93.66%	93.93%	93.81%	93.82%	93.95%	94.13%	94.07%
North	95.27%	95.23%	95.35%	95.49%	95.82%	95.86%	95.87%	96.11%
South	95.58%	94.74%	94.77%	94.78%	95.13%	95.36%	95.49%	95.31%
Target 16/17	94.80%							

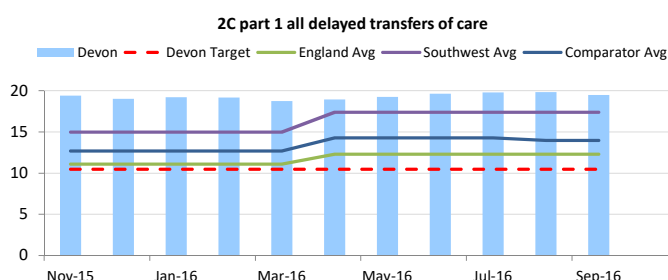
### 3.2 Do we help keep people out of hospital wherever possible?

#### Summary of Performance (Insight and Impact analysis) -

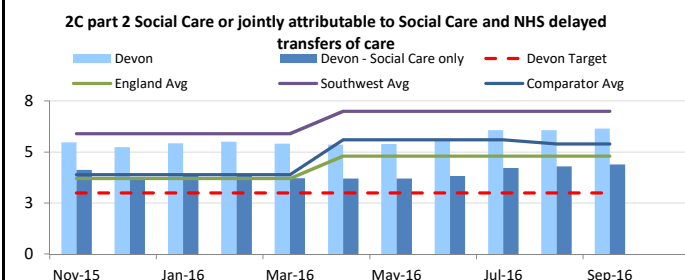
Understanding and improving delayed transfers of care is a priority area. Local, Regional and National performance has been in decline throughout 2015-16 and remains a cause for concern. Current performance against ASCOF 2C (part 1) Delayed Transfer of Care (all sources) has increased to 19.50 per 100,000 population and is well in excess of the 2015-16 England (12.30) and Regional (17.4) comparators. Improvement Plans are in place and actions are in-hand to improve recording consistency. Analysis shows the majority of cases for delayed discharge are waiting for further non acute NHS care which includes intermediate care and reablement. Since 1st October 2015 the majority of cases for delayed discharge are waiting for further non acute NHS care which includes intermediate care and reablement. This affected the largest number of patients (513 out of 1,475) and caused the largest number of days of delay (16,693 out of 52,879). For acute beds the RD&E has the largest number of delayed patients (722 out of 927). For non-acute beds, the provider with the largest delays is DPT (298 out of 548).

ASCOF 2C (part 2) measures delays attributable to social care/both: current performance has increased slightly on last month to 6.15 and is in excess of England Average for 2015/16 of 4.80, but better than the South West average of 7.00. Performance for Social Care Only delays is 4.40 and has been increasing over recent months. Of the 465 patients delayed due to social care or jointly to social care and the NHS over the last 12 months, the highest reasons for delay were, Awaiting Care Package in own home which affected 133 patients (29%), Awaiting Completion of Assessment which affected 89 patients (19%) and Awaiting Residential Home placement which affected 82 patients (18%).

#### 3.2.1 Are delayed transfers of care reducing?



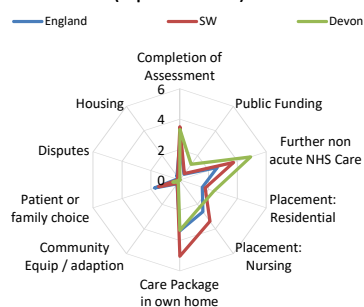
#### 3.2.2 In particular are delayed transfers of care attributable to social care reducing?



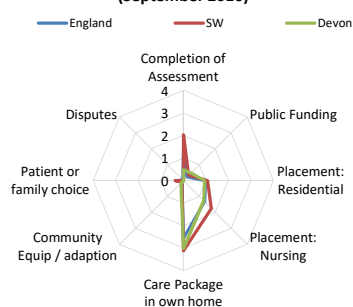
2C pt 1	Mar-16	Jun-16	Jul-16	Aug-16	Sep-16	Target 15/16	Devon 15/16	Eng 15/16	2C pt 2	Mar-16	Jun-16	Jul-16	Aug-16	Sep-16	Target 15/16	Devon 15/16	Eng 15/16
Devon	18.79	19.67	19.84	19.85	19.5	10.5	18.6	12.1	Devon	5.42	5.66	6.08	6.07	6.15	3.0	5.4	4.7

### 3.2.3 Where there are delayed transfers of care do we understand why?

**2C(i) Average monthly rate of delays by reason per 100,000 of population (September 2016)**

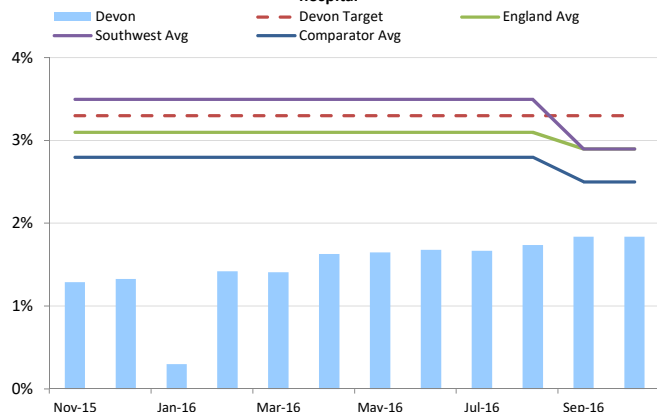


**2C(ii) Average monthly rate of delays by reason per 100,000 of population (September 2016)**

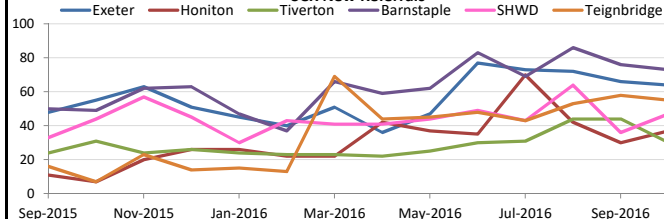


### 3.2.4 Are older people discharged from hospital offered appropriate reablement and rehabilitation?

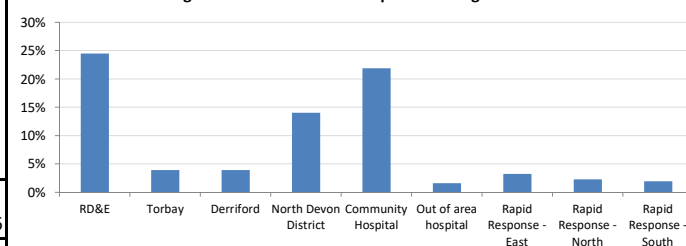
**2B pt 2 Proportion 65+ offered reablement services upon discharge from hospital**



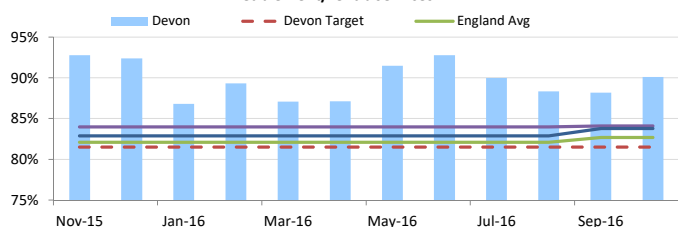
**SCR New Referrals**



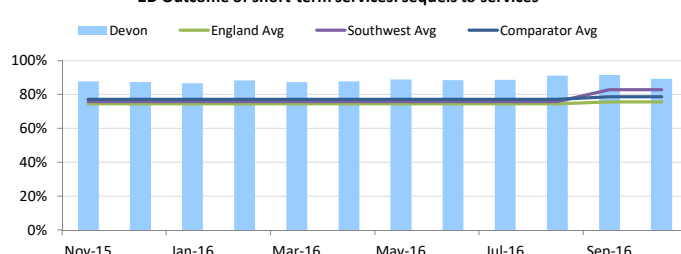
**Percentage of SCR Referrals for Hospital Discharge - October 2016**



**2B pt 1 Proportion 65+ still at home 91 days after hospital discharge into reablement/rehab services**



**2D Outcome of short-term services: sequels to services**



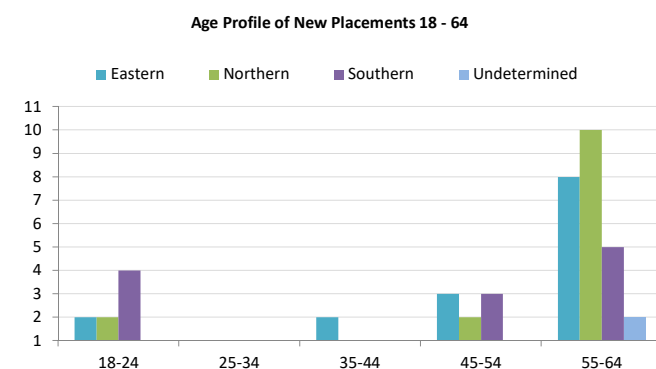
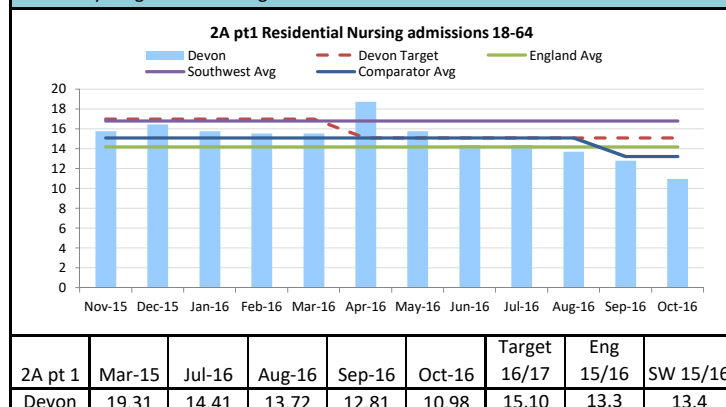
2B pt 1	Mar-16	Aug-16	Sep-16	Oct-16	Target 16/17	Devon 15/16	Eng 15/16	SW 15/16	2D	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	Devon 16/17	Eng 15/16	SW 15/16
Devon	87.09%	88.37%	88.19%	90.11%	81.50%	87.10%	82.70%	84.10%	Devon	87.53%	88.73%	91.17%	91.60%	89.43%	88.40%	75.80%	82.90%

### 3.3 Do we help people to remain at home wherever possible ?/ Are we minimising the use of residential services?

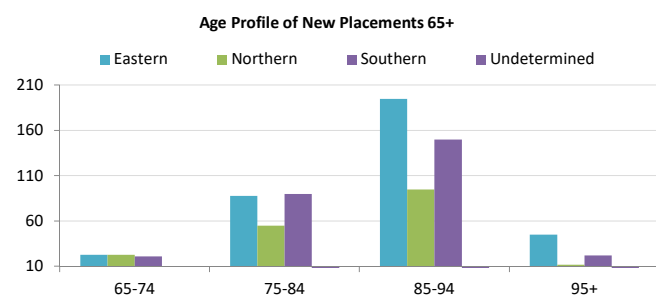
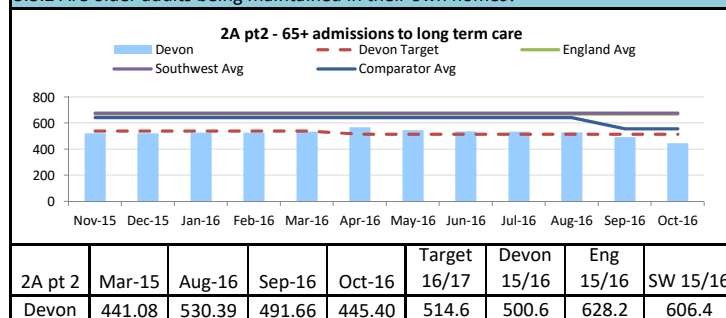
#### Summary of Performance (Insight and Impact analysis) -

Permanent admissions to residential and nursing care (ASCOF 2A) for service users aged 18-64 (part 1) and 65 and over (part 2) have seen an improvement during 2015-16 when compared to 2014-15. Performance for both parts of the indicator is ahead of target. For the 18-64 cohort, performance is below the 2014-15 England comparator (14.2) and for service users aged 65 and over, performance is significantly better than 2014-15 comparators.

#### 3.3.1 Are younger adults being maintained in their own homes?



#### 3.3.2 Are older adults being maintained in their own homes?



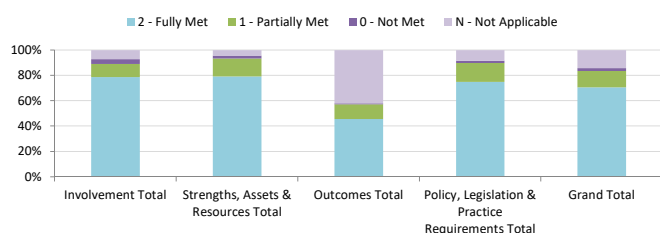


#### 4.1.3 Is the quality of assessment, review and care planning audited as good?

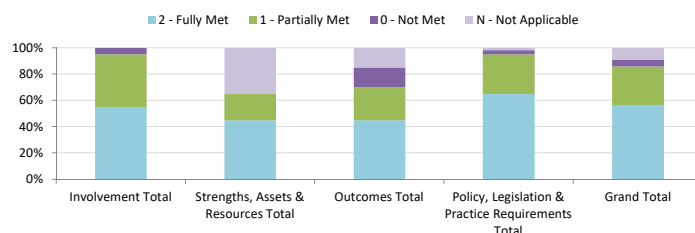
##### Summary of Practice Quality Review

A new desktop process to monitor the quality of social work practice was introduced in January 2016. The process identifies a random sample of cases to be reviewed against a set of standardised assessment criteria. During October, 92 cases were identified for review with 50 completed (54.35%). The process is currently being embedded and it is anticipated that completion rates will improve over time. Of those cases reviewed in October, a total average of 70.72% of all questions are scored as Fully met, with 12.90% being Partially met. During October, 10 Safeguarding Practice Quality Reviews were requested and 10 completed (100%). Of these, a total average of 56.67% were scored as Fully met and 29.17% being Partially met. Further reporting metrics are in development with the Principal Social Worker.

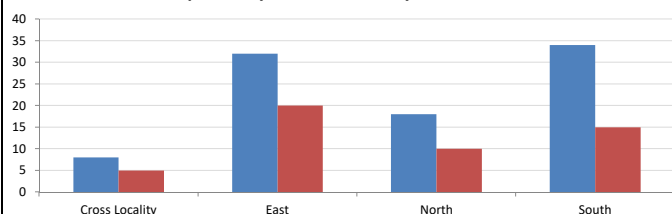
**October 2016 Practice Quality Review Scores**



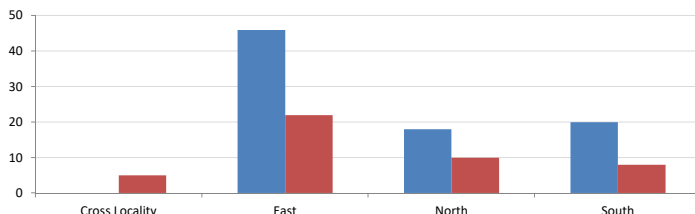
**October 2016 Safeguarding Adults Practice Quality Review Scores**



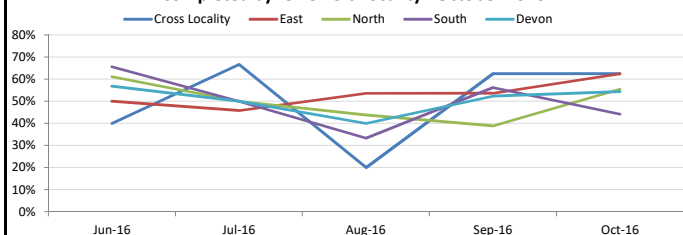
**Number of My Assessment Practice Quality Review requested and completed by reviewers locality - October 2016**



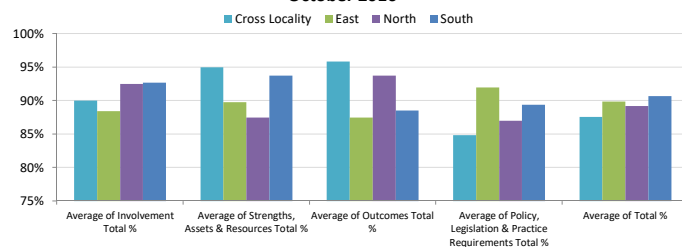
**Number of My Assessment Practice Quality Review requested and completed (Staff Member Locality) - October 2016**



**Trend of Percentage of My Assessment Practice Quality Reviews completed by reviewers Locality - October 2016**

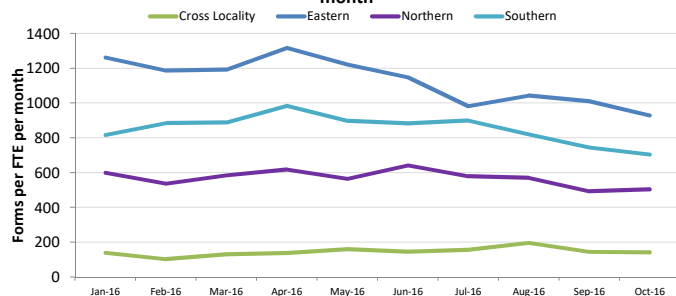


**Practice Quality Review - My Assessment - Average Score by Locality - October 2016**

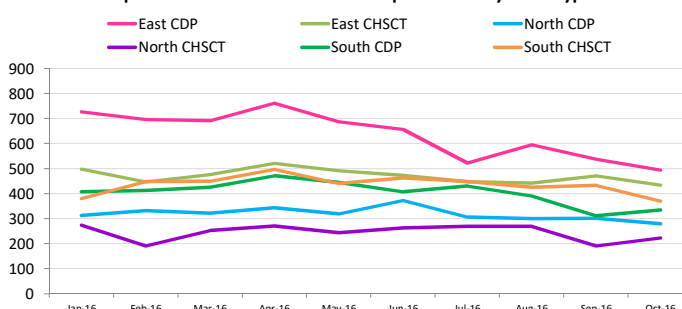


#### 4.1.5 Productivity of teams

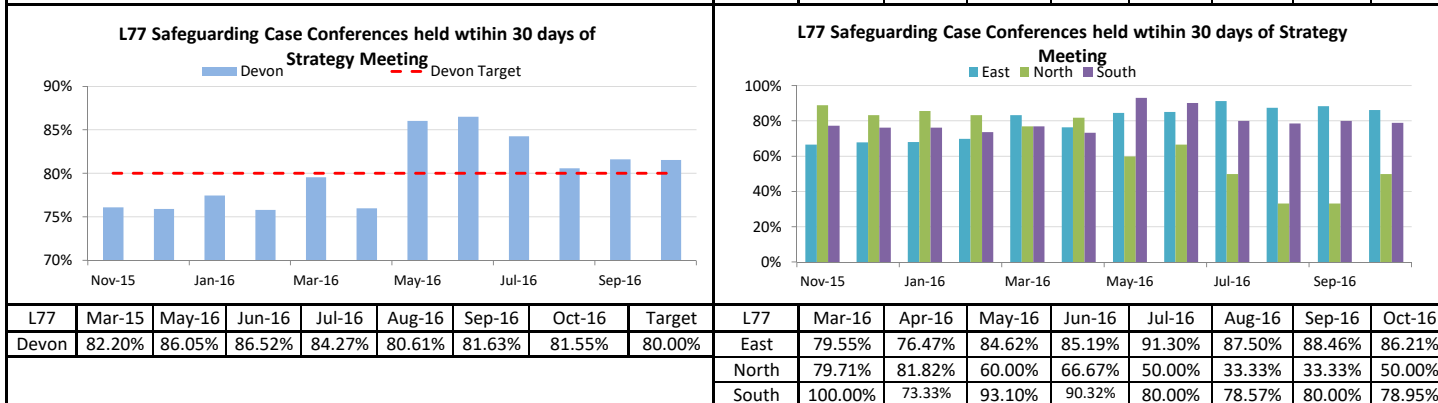
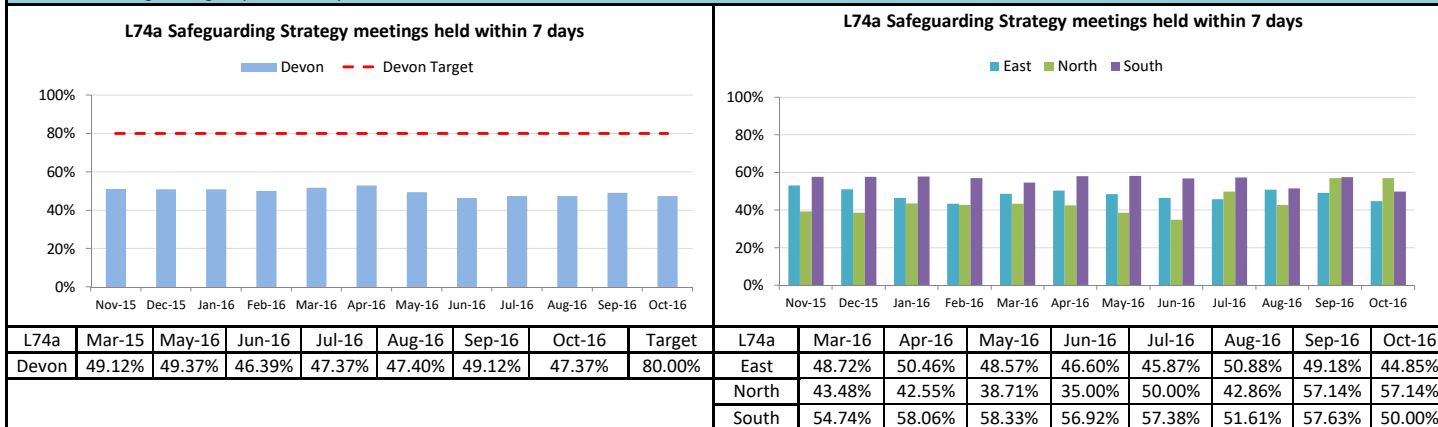
**Number of Assessments and Reviews completed per locality per month**



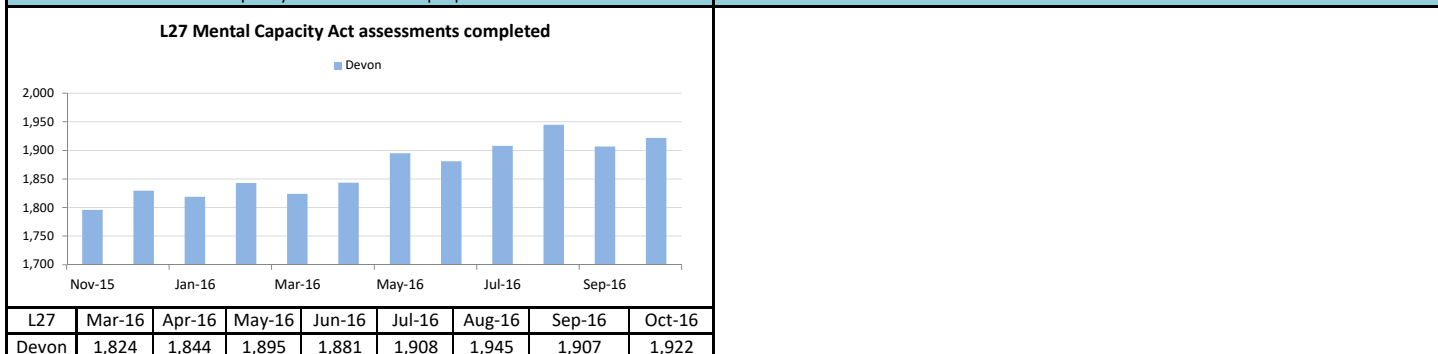
**Completed Assessment and Reviews per month by team type**



#### 4.1.6 Is our safeguarding response timely?



#### 4.1.8 Is our use of Mental Capacity Act assessments proportionate?



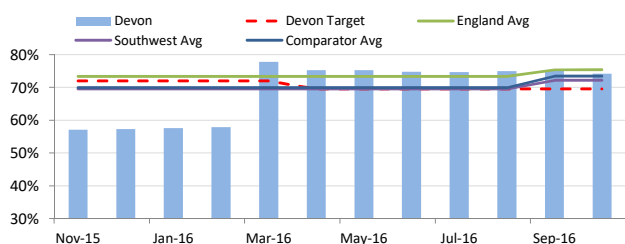
#### 4.2 Are we improving peoples lives OR Are we helping people to improve their lives?

##### Summary of Performance (Insight and Impact analysis) -

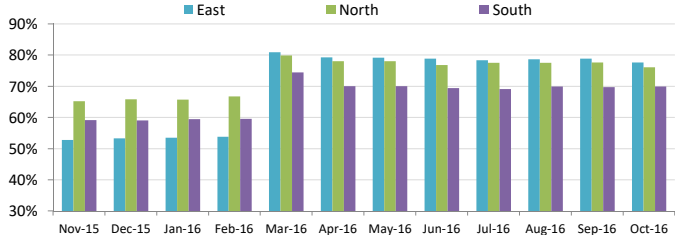
During 2014-15, service user classifications changed from primary client group to recording the primary reason for their support. This reduced the numbers of service users receiving Learning Disability Support and adversely impacted on the 2014-15 final performance against ASCOF indicators 1E (employment) and 1G (settled accommodation). Current performance benchmarks well and is ahead of all 2015-16 comparators for both indicators. The comparable indicators (ASCOF 1F and 1H) report performance for service users aged 18-69 with a Mental Health Support reason. Current performance is above 2015-16 benchmarks with regard to employment and for accommodation. Service user perceptions are capture annually in the national Adult Social Care User Survey. Performance against the quality of life indicator (ASCOF 1A) is marginally below comparators in 2014-15, but overall is static against the previous year.

#### 4.2.1 Are younger adults living independently?

1G Proportion of adults with learning disabilities in stable accommodation



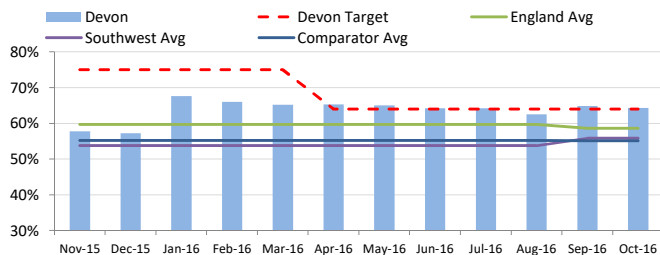
1G Proportion of adults with learning disabilities in stable accommodation



1G	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	16/17 Target	Devon 15/16	England 15/16
Devon	77.79%	74.72%	75.00%	75.20%	74.18%	69.50%	70.00%	75.40%

1G	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	80.92%	79.36%	79.23%	78.94%	78.37%	78.67%	78.92%	77.71%
North	79.95%	78.10%	78.06%	76.90%	77.61%	77.58%	77.67%	76.10%
South	74.50%	70.03%	70.06%	69.43%	69.18%	69.99%	69.76%	69.93%

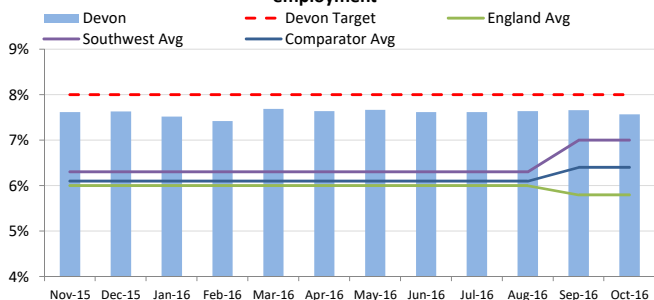
1H Proportion of adults in contact with secondary mental health services who live independently with or without support



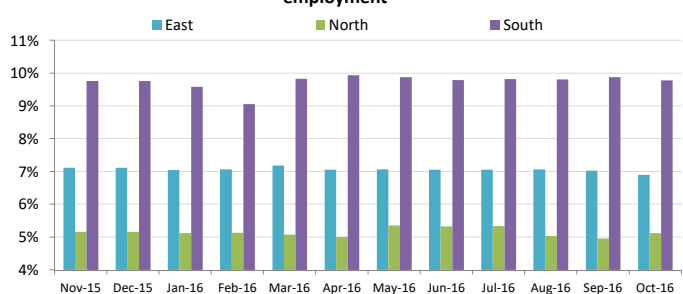
1H	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	Target 16/17	England 15/16	SW 15/16
Devon	65.27%	64.26%	62.60%	64.90%	64.33%	64.00%	58.60%	55.80%

#### 4.2.2 Are younger adults in employment?

1E Proportion of adults with learning disabilities in paid employment



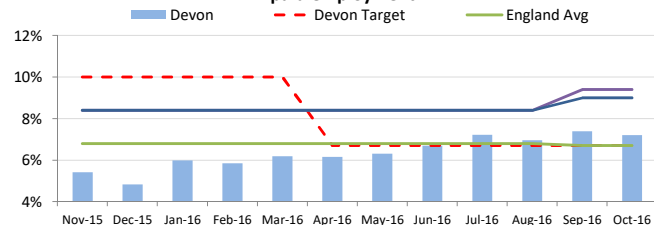
1E Proportion of adults with learning disabilities in paid employment



1E	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	Target	Devon 15/16	England 15/16
Devon	7.69%	7.62%	7.64%	7.66%	7.57%	8.00%	7.30%	5.8%

1E	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
East	7.18%	7.06%	7.07%	7.06%	7.06%	7.07%	7.03%	6.90%
North	5.08%	5.01%	5.36%	5.33%	5.34%	5.04%	4.96%	5.12%
South	9.83%	9.94%	9.88%	9.79%	9.82%	9.81%	9.88%	9.78%

1F Proportion of adults in contact with secondary mental health in paid employment



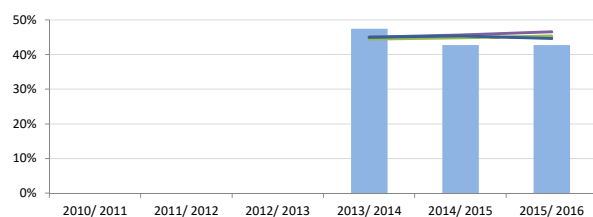
1F	Mar-16	Jul-16	Aug-16	Sep-16	Oct-16	Target	Devon 15/16	England 15/16
Devon	6.19%	7.23%	6.96%	7.40%	7.21%	6.70%	5.60%	6.70%



#### 4.2.3 Are people getting enough social contact?

**1I part 1 Proportion of people who use services who reported that they had as much social contact as they would like**

Devon Devon Target England Avg Southwest Avg Comparator Avg

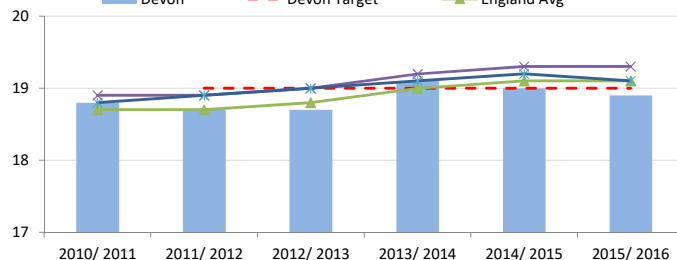


1I pt 1	2013/14	2014/15	2015/16	Target 15/16	England 15/16	SW 15/16
Devon	47.50%	42.80%	42.80%	45.00%	45.40%	46.60%

#### 4.2.4 Are service users saying their quality of life is improving?

**1A Social Care related quality of life**

Devon Devon Target England Avg



1A	2011/12	2012/13	2013/14	2014/15	2015/16	Target 15/16	England 15/16	Comp. 15/16
Devon	18.7	18.7	19.1	19.0	18.9	19.0	19.1	19.1

**Vision Priority 5: To ensure the social care workforce can deliver effective, high quality services****5.1. Do we have a workforce which is well trained and competent to meet the needs of service users and carers?****Summary of Performance (Insight and Impact analysis) -**

This section of the Adult Performance Framework has been developed to monitor the quality of the Adult Social Care workforce. Its focus is to provide a combined view of the current workforce in terms of numbers, vacancies, turnover, sickness absence, qualifications, supervision and appraisal. The intention is to answer a range of important questions, for example: Is the workforce happy/unhappy? Are they supported by Managers? Do we enable them to develop? Do we make sure they have the right tools to do their jobs well? Are we able to recruit suitable staff?

Headline themes: Devon's 2015-16 turnover rates for Social Workers is in excess of the national benchmark published in the NMDS-SC. Internally, comparing voluntary turnover between roles shows similar rates between Social Workers and Occupational Therapists. The recent regrading of Social Workers is starting to stabilise this position. Sickness absence levels are below target this month and the level of absence attributable to mental health/psychological issues (30.35%) could give cause for concern. The qualification profile of the workforce is good with over 28% qualified to NVQ Level 4 or above.

**5.1.1 Workforce FTE, vacancies, agency staff, sickness, maternity and adoption**

The following charts aim to show the actual FTE worked during the month compared to the budgeted FTE. They also show a breakdown of agency staff employed, vacancies and FTE lost to sickness, maternity and adoption leave. These figures do not take into account any annual leave taken during the period or days spent on training courses.

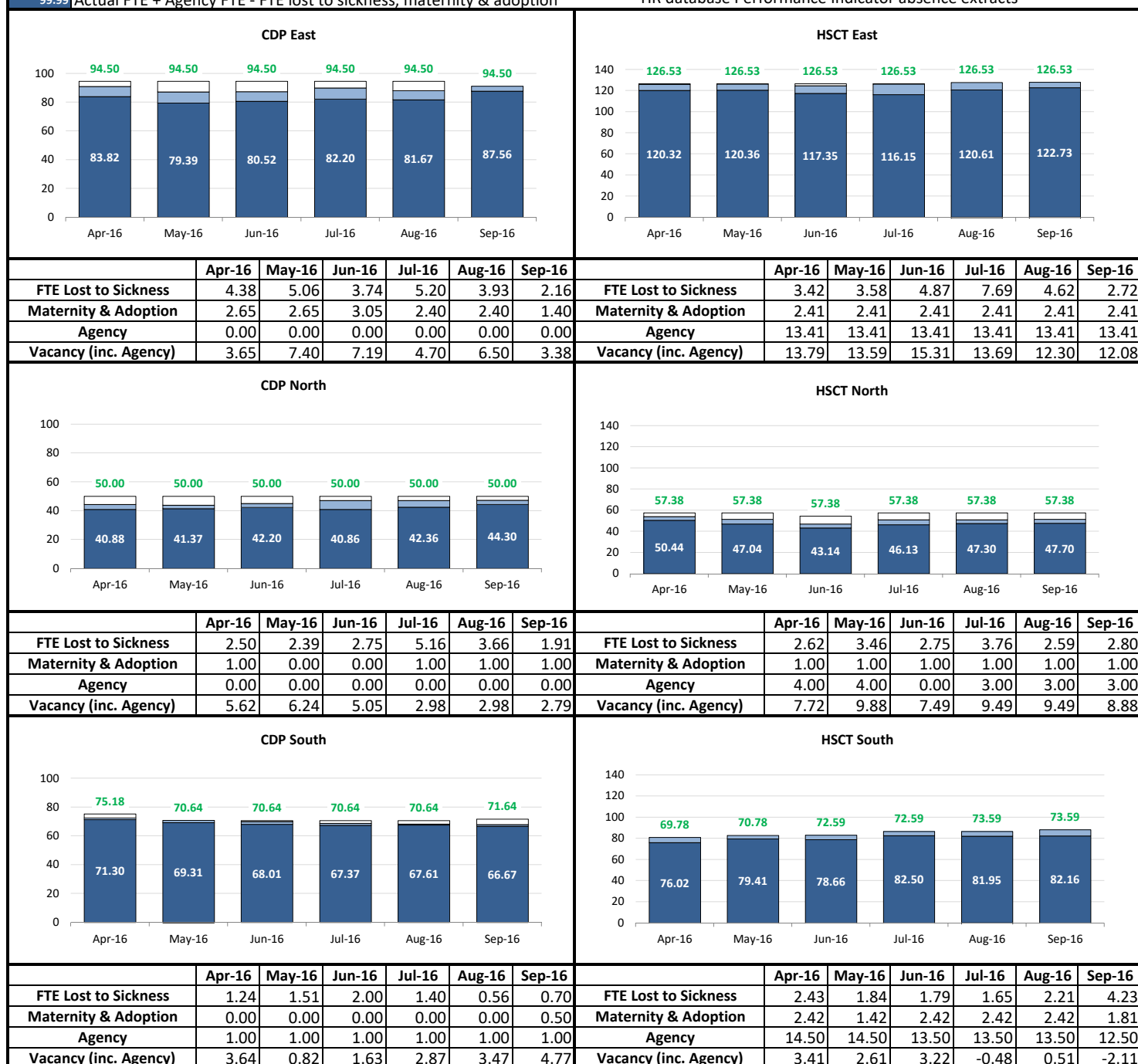
**Key to charts:**

99.99	Budgeted FTE
	Vacancies
	FTE lost to sickness, maternity & adoption leave
99.99	Actual FTE + Agency FTE - FTE lost to sickness, maternity & adoption

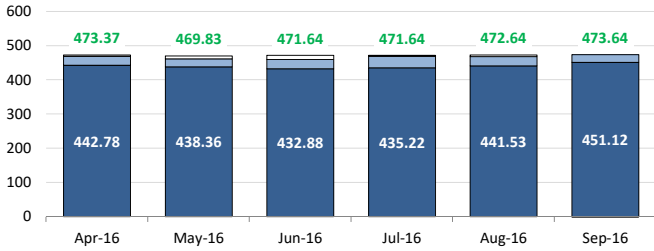
\*These figures do not take into account any annual leave taken during the period or days spent on training courses.

**Data sources:**

HR database Budgeted FTE monthly extract  
HR database Performance Indicator absence extracts

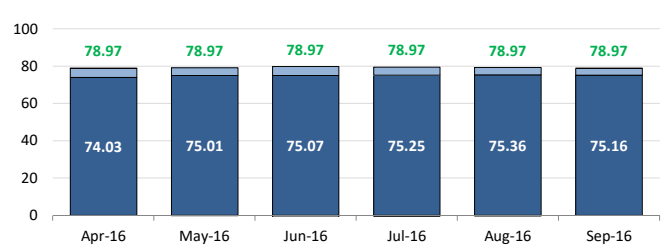


Care Management



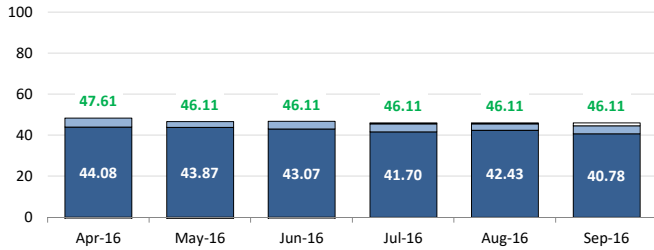
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	16.59	16.36	17.90	24.86	17.55	14.52
Maternity & Adoption	9.48	7.48	8.88	9.22	9.22	8.12
Agency	32.91	32.91	30.91	30.91	30.91	29.91
Vacancy (inc. Agency)	37.43	40.54	42.89	33.25	35.25	29.79

Residential



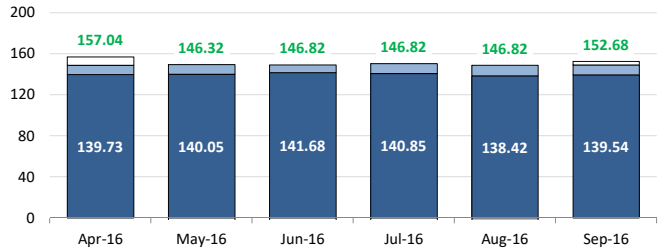
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	4.58	3.83	4.75	4.26	3.93	3.26
Maternity & Adoption	0.28	0.28	0.00	0.00	0.00	0.45
Agency	0.00	0.00	0.00	0.00	0.00	0.00
Vacancy (inc. Agency)	0.08	-0.15	-0.85	-0.53	-0.31	0.11

Community Enabling



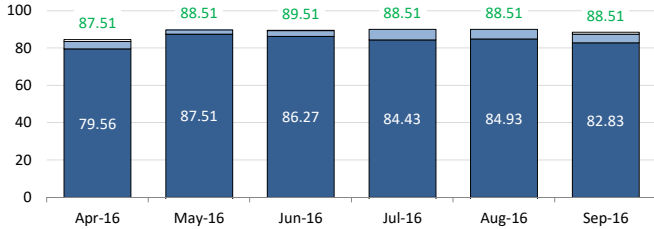
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	2.78	1.32	1.65	1.78	1.05	1.83
Maternity & Adoption	1.49	1.49	2.08	2.08	2.08	2.08
Agency	0.00	0.00	0.00	0.00	0.00	0.00
Vacancy (inc. Agency)	-0.74	-0.57	-0.69	0.55	0.55	1.42

Social Care Reablement



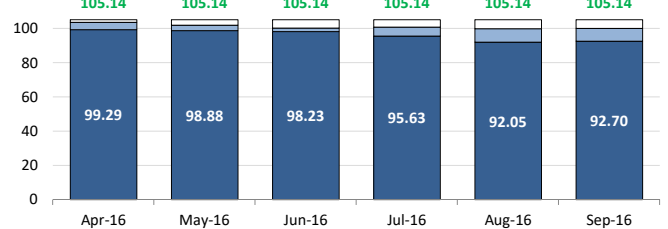
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	7.83	8.04	6.93	8.76	10.05	9.17
Maternity & Adoption	1.30	1.30	0.65	0.65	0.41	0.41
Agency	0.00	0.00	0.00	0.00	0.00	0.00
Vacancy (inc. Agency)	8.16	-3.11	-2.47	-3.47	-2.09	3.53

Social Care Commissioning



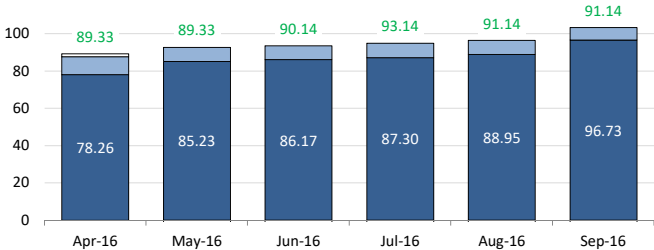
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	2.97	1.21	2.05	2.60	2.10	1.59
Maternity & Adoption	1.00	1.00	1.00	3.00	3.00	3.00
Agency	0.00	0.00	0.00	0.00	0.00	0.00
Vacancy (inc. Agency)	0.98	-1.21	0.19	-1.52	-1.52	1.09

Day Services



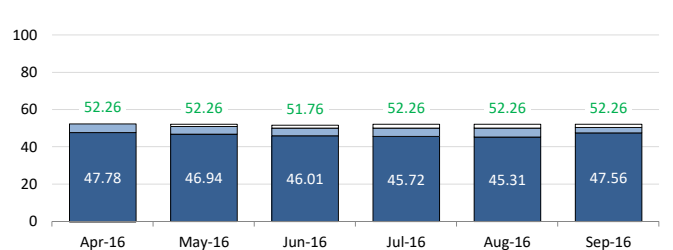
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	4.49	3.17	2.02	5.29	7.96	7.45
Maternity & Adoption	0.00	0.00	0.00	0.00	1.00	1.00
Agency	0.00	0.00	0.00	0.00	0.00	0.00
Vacancy (inc. Agency)	1.36	3.09	4.89	4.22	5.13	4.99

Senior Social Workers



	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	4.12	4.16	4.03	4.37	4.12	4.33
Maternity & Adoption	4.41	3.41	3.41	3.41	3.41	2.41
Agency	17.10	17.10	15.10	15.10	15.10	15.10
Vacancy (inc. Agency)	18.64	13.63	11.63	13.16	9.76	2.77

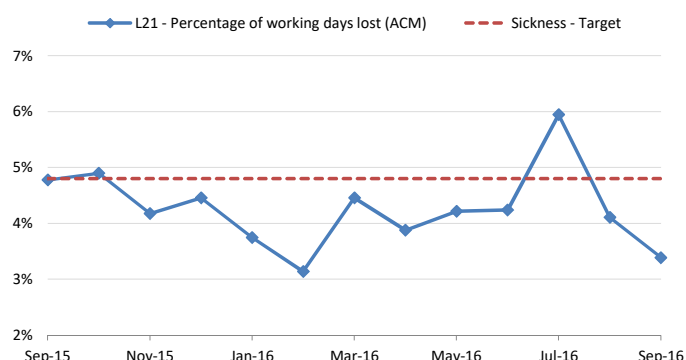
Occupational Therapists



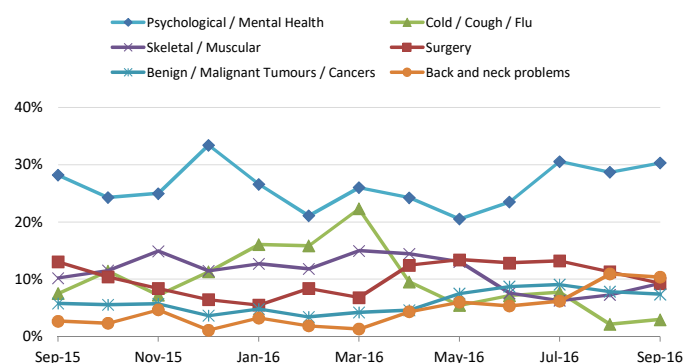
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
FTE Lost to Sickness	2.14	1.71	1.64	2.04	2.45	0.52
Maternity & Adoption	2.42	2.42	2.42	2.42	2.42	2.31
Agency	2.81	2.81	2.81	2.81	2.81	2.81
Vacancy (inc. Agency)	2.73	4.00	4.00	4.89	4.89	4.68

## 5.1.2 Absence

**L21 - Working days lost due to sickness (Adult Care Management)**

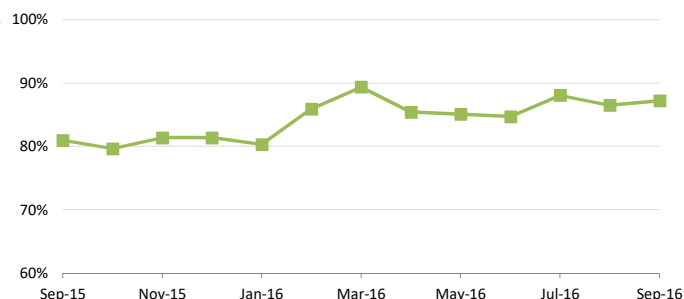


**Top reasons for Sickness Absence (Adult Social Care)**

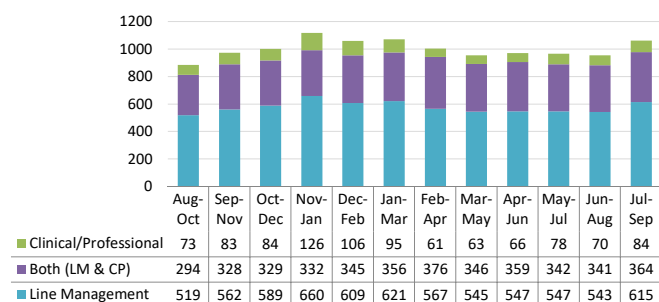


## 5.1.3 Appraisal and supervision

**Percentage of expected supervisions which have taken place**



**Meetings which have taken place in 3 month periods**



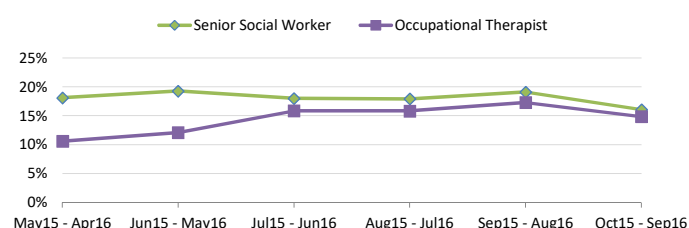
Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
80.3%	85.9%	89.4%	85.4%	85.1%	84.7%	88.1%	86.5%	87.2%

**Appraisals - 276 staff have had an appraisal in the past 12 months**

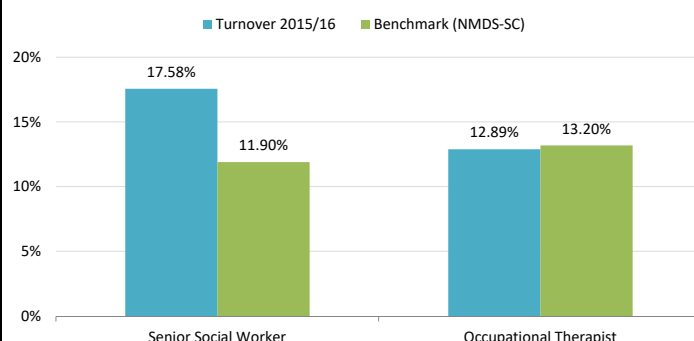
**Staff - There were (on average) 524 staff during the Jun - Aug period**

## 5.1.4 Recruitment and retention

**Voluntary Staff Turnover (FTE) rolling 12 monthly**



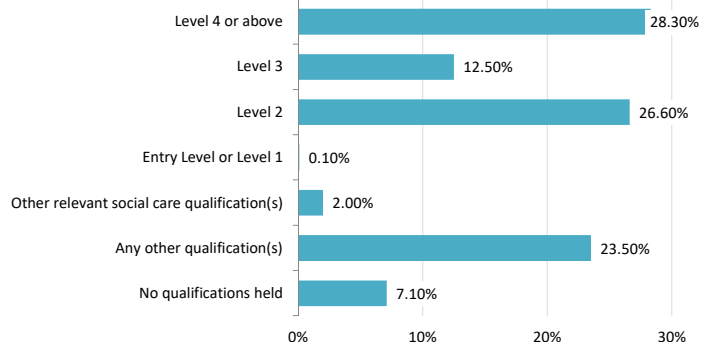
**Staff Turnover by Job role 2015/16**



Please note - Headcounts are calculated as an average of staff employed throughout the 12 month period. All data from Oracle HR database.

## 5.1.5 Qualified workforce

**Qualified Staff**



The qualified staff data is extracted from the NMDS-SC system based on data submitted by DCC in October 2016.

Approximately 2% of employees are recorded as "Not Known" which are not included in the analysis. Work is underway to set up systems to collect this missing data. Once collected the NMDS-SC system will be updated.

All employees where a qualification is mandatory have qualifications recorded in the NMDS-SC