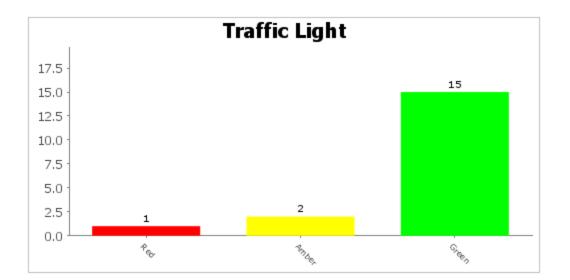
APPENDIX 2

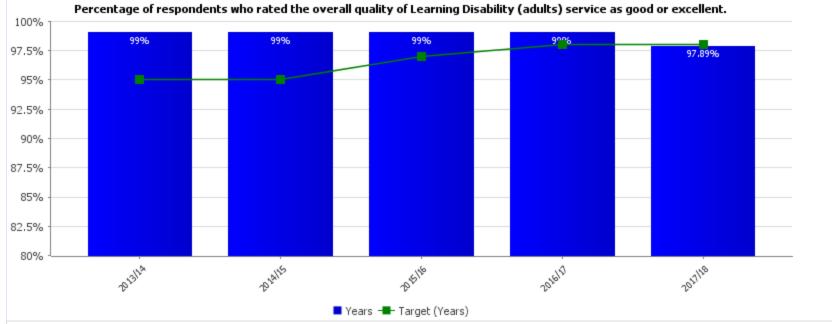
Community Care - Performance Committee

Generated on: 22 January 2019 18:07



Data Label : OFFICIAL

PI Code & Short Name	P:SPCC001_6a.7 Percentage of respondents who rated the overall quality of Learning Disability (adults) service as good or excellent.	PI Owner	zSPCC_PIAdmin; Robert Barr
Description	The Service conducts an annual customer survey. This performance indicator measures the overall quality as good or excellent using a survey designed for the particular needs of this group of service users. This indicator records the	Traffic Light Icon	②
	percentage of service users who consider the service provided as good or excellent. Customer insight into the overall	Current Value	97.89%
	quality of the service is a good measure of the effectiveness of the service.	Current Target	98%



Customer satisfaction from 2013/14 to 2017/18 has remained consistently high although the 2017/2018 performance saw a very marginal dip of just over 1%. This is based on 142 responses of 282 surveys is sued to the service group.

The service will review the approach to survey activity with a view to improving response rates.

Performance trends reflect the continued commitment of the teams to provide excellent customer care and personalised services for the needs of people with Learning Disabilities.

The target for 2018/2019 will remain at 98% which is considered realistic for a service area which is from time to time required to consider compulsory interventions in the context of legislative responsibilities and requirements.

PI Code & Short Name	P:SPCC002_6b.5 Percentage of Care Inspectorate Inspections undertaken within Registered Learning Disability Services graded good or above.	PI Owner	zSPCC_PIAdmin; Robert Barr
Description	The Care Inspectorate, the external body responsible for a uditing the quality of care services, inspects registered care services annually. Grades can vary from 1 - 6 (1 being unsatisfactory and 6 being excellent). This indicator reports the	Traffic Light Icon	②
	percentage of grades of 4 (good) and a bove. The Grades measure how well the Service is doing against National Care		100%
	Standards.	Current Target	100%



The 2017/2018 performance continues to reflect high standards of care with all services scoring 'Good' or a bove in all assessed categories Reflection high standards of care and full compliance with action plans agreed with the care inspectorate. The target for 2018/2019 will remain 100% to reflect our ongoing commitment to high quality and caring services.

Performance in 2013/2014 was lightly lower because one element of an action plan for one service area had not been fully completed. This related to customer participation and although significant progress had been made, the previous grade could not be upgraded until there was full compliance with the action plan.

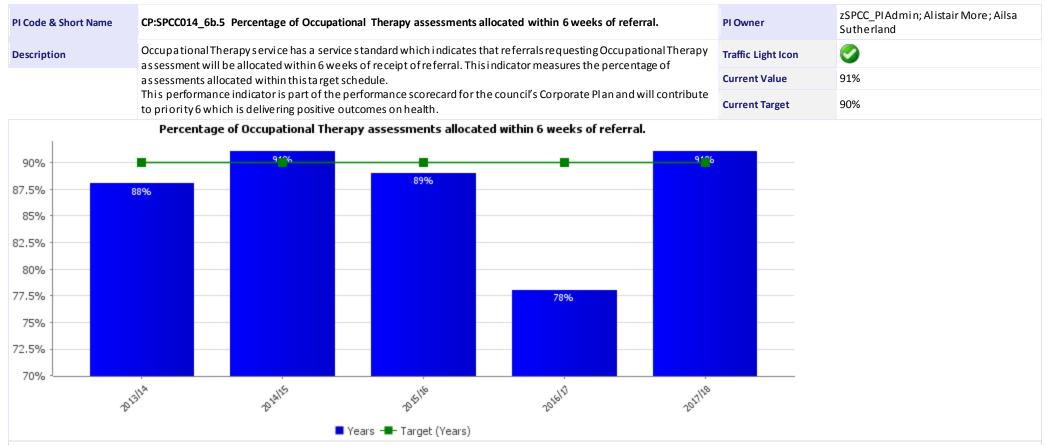
Note that for services deemed to be low risk level (Grades 4 or more), the regular inspection frequency is now 1 in 36 months. There may still be unscheduled inspections of the service.

PI Code & Short Name	P:SPCC003_9b.1c Number of adults with learning disability provided with support to enable them to obtain employment or training for employment.			to obtain	PI Owner	zSPCC_PIAdmin; Pamela Main	
Description				e service provides a diverse range of support to a dults with learning disability to enable them to sustain their ependence. Accessing employment is important for those able to do so and the support they receive is critical		Traffic Light Icon	Ø
	making this possible. This is a nimporta Government's priorities. Examples of E	nt measure for the Learning [Disability service, consistent wi	th the Scottish	Current Value	43	
	This Data is collated for Learning Disab			n job coaching.	Current Target	17	
Number of adults	with learning disability provided with	support to enable them t	o obtain employment or tr	aining for emplo	yment.		
40 -							
5				_			
30				_			
25				43			
20 -							
15		18					
10 19	; 16	10	8				
201314	* 201415	ZOLEILE	Dielin	DUINS			
-		Years 📕 Target (Years)	-	-			

Performance in 2017/2018 has increased considerably following the revised model of integrated training and employment service being implemented. This revised model brought together all Social Policy supported employment services to maximise resources and provide holistic employment support to adults with disabilities. 2016/2017 dip in performance was due to the service holding va cant posts during the redesign of the service.

There was an increase in requests following the launch of the new service and given that 2017/2018 is the first year's data after implementation of this redesigned service, the target for 2018/19 will be set at 40 to reflect potential variation in the level and type of demand.

This Data is collated for the external annual Learning Disability Statistics Scotland Data Collection which looks at the previous financial year; therefore this indicator will be updated following publication of this data.

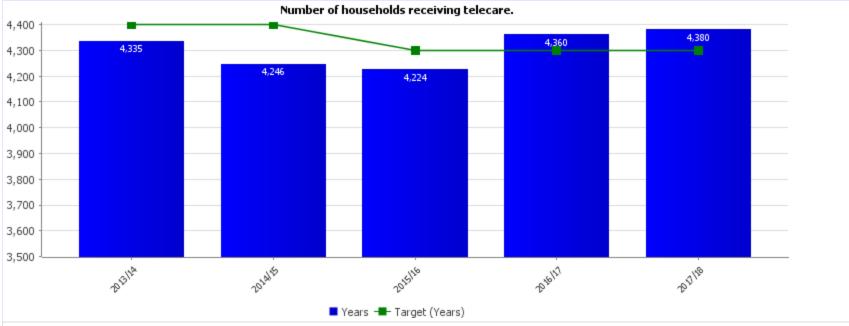


Performance in 2017/2018 has returned to just above target level having seen a drop in 2016/2017. A range of improvement actions were developed and implemented last year related to case management and supervision with the aim of restoring performance to the target level.

Performance dipped in 2016/2017 because of a reduction in capacity which required a review of systems and supervisory processes to be implemented.

The target for this performance indicator is to a chieve 90% by 2022/23 and this wasset in the development of the council's Corporate Plan. A target of 90% is consistent with Scottish Government access to treatment targets for health and social care and will be maintained for 2018/19.

PI Code & Short Name	P:SPCC015_9b.2a Number of households receiving telecare.	PI Owner	zSPCC_PIAdmin; Aileen Maguire
Description	This indicator measures the total number of households receiving telecare, enabling people to stay independently in their own homes for as long as possible where it meets their needs, is based on choice and is safe for them and their	frunte Eight feori	I
	carers. This is a key performance measure in the government's Reshaping Care for Older People programme.	Current Value	4,380
		Current Target	4,300



Telecare is an important element of the Scottish Governments strategy to support older people for as long as possible in their own home.

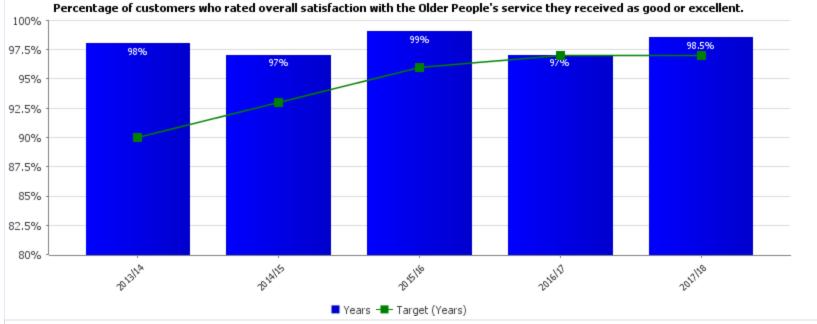
Performance in 2017/18 increased only slightly against the previous year. The service delivered 20 more installations than in 2016/17. This reflects demographic growth but the growth is not as significant as that from 2015/16 to 2016/17 is due primarily to the time limited funding from Scottish Government in 2016/17.

In 2016/17, the council made a successful funding bid to the National Technology Enabled Care Programme. The additional resources supported an enhanced programme of installation this financial year.

The target in 2018/19 has been adjusted to 4,100 reflect a slight decrease in demand due to the introduction of a charge for the service.

West Lothian was a very early implementer of technology programme at scale. After a period of sustained investment and growth, as might be expected, the service level plateaued. In addition there was a slight decrease in the three years to 2015/16 in the number of households receiving telecare. During that time he programme continue d to meet the presenting demand and there was no decrease in the average number of installations. The reducing trend at that time was due to a slightly higher rate of natural turnover. Additionally, over the life of the programme, a more mature understanding of the benefit of telecare has likely resulted in more focused provision and a reduction in the average timeframe for the provision. To reflect this targets have been amended. There are also a number of alternative technologies emerging which offer home health monitoring in a ddition to more traditional telecare. Implementation of these new technologies will be monitored in order to assess impact for the numbers using telecare.

PI Code & Short Name	P:SPCC017_6a.7 Percentage of customers who rated overall satisfaction with the Older People's service they received as good or excellent.	PI Owner	zSPCC_PIAdmin; Gerard Cunniffe
Description	Older People's service conducts an annual survey of all its customers. This indicator measures the percentage of respondents who rated the overall quality as good or excellent. This survey relates to the activity of the service teams	Traffic Light Icon	0
	which carry out assessment for Older People's services. Satisfaction with the overall quality of the service is an	Current Value	98.5%
	important indicator of effectiveness and customer insight is used to inform service improvements.	Current Target	97%

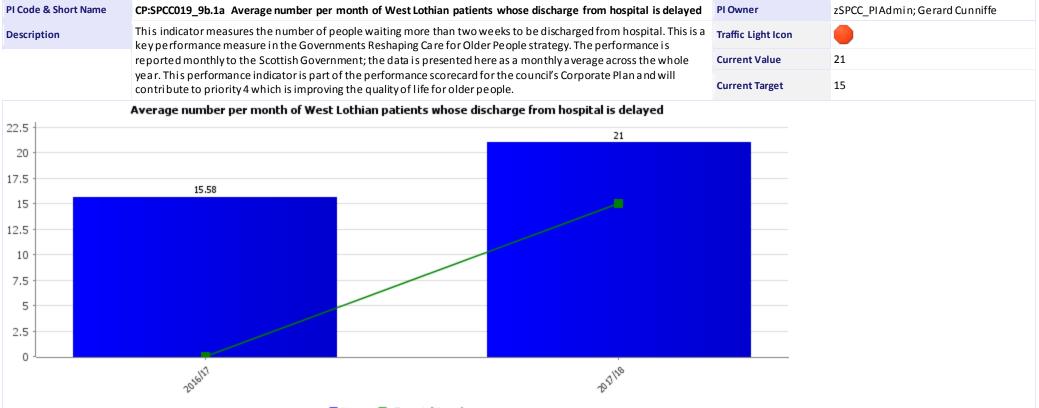


Levels of customer satisfaction are consistently high, exceeding 95% for each for the five years to 2017/2018. Performance in 2017/2018 improved by 1.5% against the previous year but this is very marginal and remains within normal parameters for this service. It is noted that the number of responses for last year (2016/2017) and this year (2017/2018) is lower than in previous years. It is likely that this is due to a change in the return mailing process. The team will review surveying methodology with a view to improving the response rate in 2018/2019.

Performance in relation to overall customer satisfaction in older peopless ervices compares well with that of other groups in the Community Care WLAM group. There are four groups in all with performance ranging from 92% to 100%. The Older People's Service ranks 2nd in the group of 4.

The service is committed to sustaining very high standards of satisfaction and will support this by; responding to customer comments and suggestions; collating improvement actions from complaints and regularly reviewing care plans in consultation with service users and their carers.

Since performance is consistently high, the target will remain at 97% for 2018/2019 which is thought to be a realistic target for a service of this nature.



📕 Years 📲 Target (Years)

Trend Chart Commentary:

The national standard for discharge from hospital once treatment is concluded is two weeks although a challenging target of 72 hours has a lso been introduced. New definitions of what constitutes a delayed discharge were introduced in July 2016 expanding the range of people who would be included in the category of 'delayed'. It is not therefore possible to meaningfully compare performance prior to this date.

Performance for 2017/2018 has been significantly below target and due to sustained difficulty in consistently sourcing services both in the care at home and the care home market. In relation to care at home, restrictions on new business being imposed on a small number of providers pending required improvements has had a detrimental effect on overall performance. In addition the number of available vacancies in the independent care home sector has significantly decreased impacting on efficient flow from hospital to a homely environment.

Nevertheless, reflected as as overall percentage of delayed discharges in the Lothian partnership, West Lothian's performance remains relatively strong. Although West Lothian's has 21% of the overall percentage in Lothian, the percentage share of overall delays remains significantly lower.

In addition to operational interventions, an a mbitious programme of change to improve performance has been introduced by the Health and Social Care Partnership. The Frailty Programme aims to build on the potential of integration to support the design and availability of community services. The scale of the programme is such that full delivery will require an implementation timetable of one to two years.

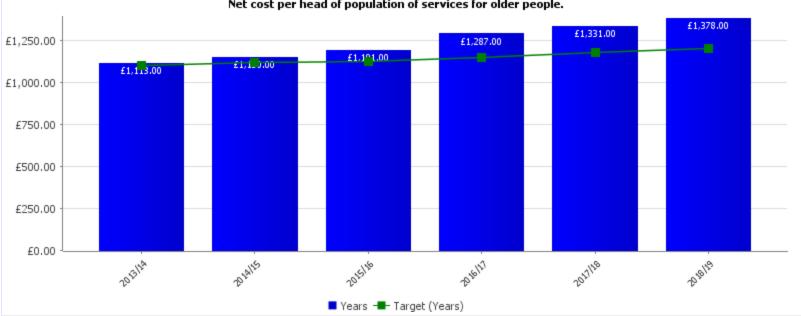
The contract for Care at Home will be re-designed to a ddress the key challenges. It is a nticipated that the new contracts will be a warded by 30th September, 2019. Redesign will take consideration of

benchmarking across Scotland for best practice and best value.

The target has been reviewed to reflect the scale of the ongoing challenge in relation to supply of services. Pressure due to demographic growth and more people living longer with long term conditions is resulting in an increased demand for services.

The longer term target for this performance indicator is to achieve 10 by 2022/23 and this was set in the development of the council's Corporate Plan.

PI Code & Short Name	P:SPCC024_9a.1a Net cost per head of population of services for older people.	PI Owner	zSPCC_PI Admin; Al an Bell; Sharon Houston; Yvonne Lawton			
Description	services including Care at Home, Care Homes, Housing with Care, Occupational Therapy, and Assessment and Care	Traffic Light Icon	②			
		Current Value	£1,378.00			
	population.	Current Target	£1,200.00			
	Net cost per bead of population of services for older people					

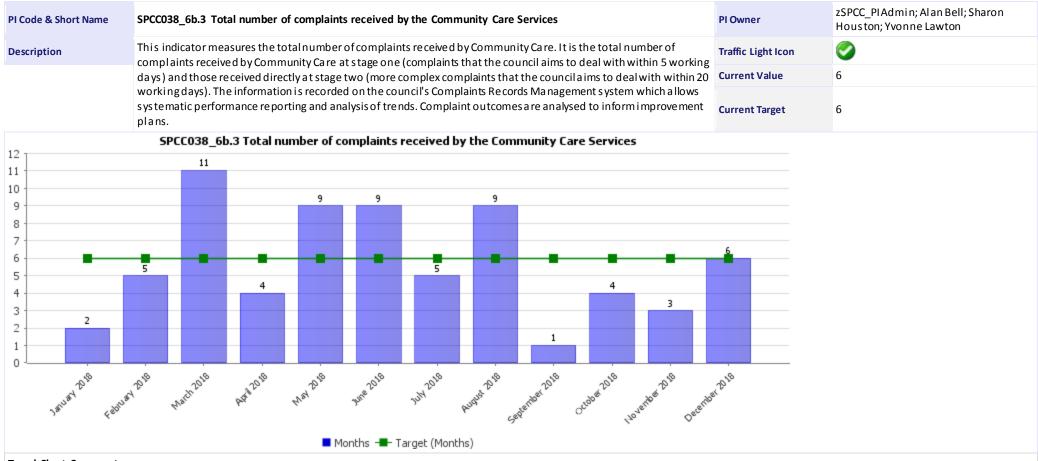


West Lothian has one of the lowest costs yet is consistently assessed as one of the highest quality for all social care categories. The cost per person is calculated by dividing the cost of the services in scope by the estimated 65+ population (using data from the General Register Office of Scotland).

More people are living longer with multiple physical and mental health conditions and often complex care and support needs. Ensuring that people who's needs are increasingly complex can be supported safely at home requires enhanced care services which increases the average cost per person.

The target is set based on the previous year budget with an inflationary (CPI) increase a pplied.

Benchmarking comparisons are subject to time delay in the publishing of data; the average expenditure on social care services to older people (65+) with learning disabilities in Scotland in 2014/15 was £1,400 (source CIPFA)

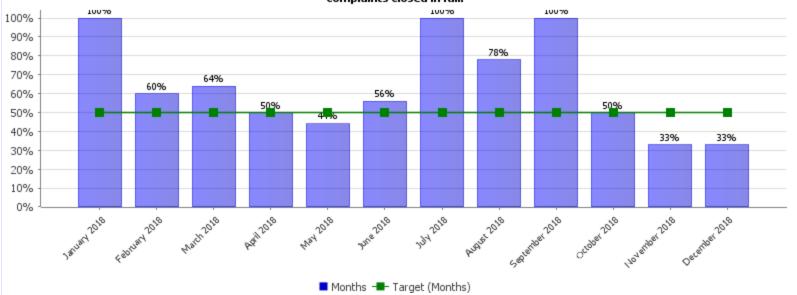


The number of complaints in 2018 has been variable, although presenting low numbers graphically or as a percentage doestend to exaggerate dips and peaks in performance. Nevertheless, there was a sharp increase in the number of complaints in March 2018. Complaints are systematically analysed both at an individual and aggregate level to inform trends and a reas for improvement but it has not been possible to identify any consistent trend which would inform monthly variations in performance. Where individual complaints are upheld or partially upheld, the service ensures that required improvements are identified and implemented.

The performance target going forward will remain at 6% which is just under the average number of complaints received by the service in 2018.

PI Code & Short Name	SPCC041_6b.4 Percentage of complaints received by the Community Care Service that were upheld or partially upheld against the total complaints closed in full.	PI Owner	zSPCC_PIAdmin; Alan Bell; Sharon Houston; Yvonne Lawton
Description	This indicator measures the total number of council complaints received by Community Care which were upheld or partially upheld, as a percentage of all complaints received.	Traffic Light Icon	Ø
		Current Value	33%
		Current Target	50%

SPCC041_6b.4 Percentage of complaints received by the Community Care Service that were upheld or partially upheld against the total complaints closed in full.



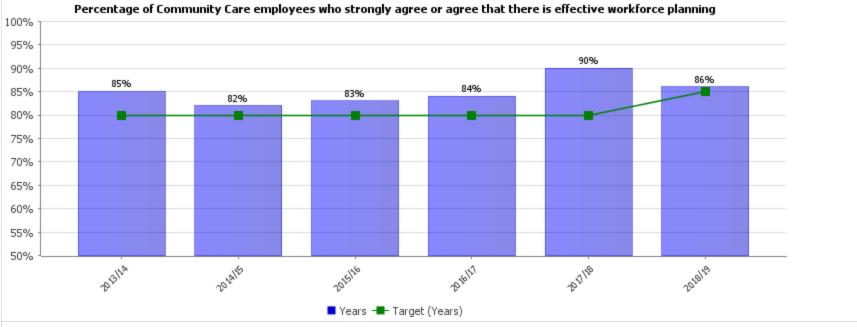
Trend Chart Commentary:

There is a significant month on month variation in performance during the reporting period. However, there has been no change in policy, procedure or approach and it is concluded that this reflects simply the diversity of complaints received.

The number of formal Social Work complaints is relatively small (from 2 - 11 per month over the last year) so performance expressed as a percentage tends to appear as a very wide variation.

Over the past 12 months 56% of complaints on average have been upheld or partially upheld. The target will therefore remain at 50% for the following year.

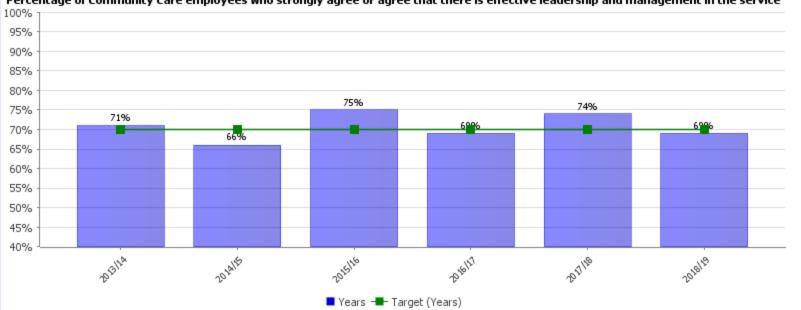
PI Code & Short Name	SPCC050_7a.1 Percentage of Community Care employees who strongly agree or agree that there is effective workforce planning	PI Owner	zSPCC_PIAdmin; Alan Bell; Sharon Houston; Yvon ne Lawton
Description	This is a measure of the level of employee satisfaction with workforce planning within the Community Care team. Percentage of respondents who strongly a greed or a greed:	Traffic Light Icon	Ø
		Current Value	86%
	 That they know what is expected of them at work (Q1) They have the right materials, information and support they need (Q2) They can meet the conflicting demands on time (Q3) Feel safe and secure in their working environment (Q4) 	Current Target	85%
	Collected by Human Resources Services who carry out the corporate annuals urvey however, it is the responsibility of the individuals ervice/WLAM unit to manage, analyse and record the data on Covalent, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction.		



Performance of 86% in 2018/19 is higher than the council average of 83% though this is a 3% decline on 2017/18.

Staff survey results have to be seen in the context of pressures on staff due to increased workload demand, changes in systems and processes and changes related to the integration of health and social care. Accordingly the target for 2019/20 will remain at 85%

PI Code & Short Name	SPCC052_7a.3 Percentage of Community Care employees who strongly agree or agree that there is effective leadership and management in the service	PI Owner	zSPCC_PI Admin; Al an Bell; Sharon Houston; Yvonne Lawton
Description	This performance indicator measures the level of employee satisfaction with leadership and management in the Community Care team.	Traffic Light Icon	<u> </u>
	community care team.	Current Value	69%
	 This is calculated by measuring the percentage of respondents to the council staff survey who strongly a greed or agreed that their line manager: Gives clear feedback on their work (Q7) Encourages them to develop their skills and abilities (Q8) Considers their personal welfare and helps them find a good work-life balance (Q9) Clearly outlines their tasks and priorities (Q10) 	Current Target	70%
	The survey response is collected annually by Human Resource Services however, it is the responsibility of the service to manage, analyse and record the data on Covalent, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.		



Percentage of Community Care employees who strongly agree or agree that there is effective leadership and management in the service

Trend Chart Commentary:

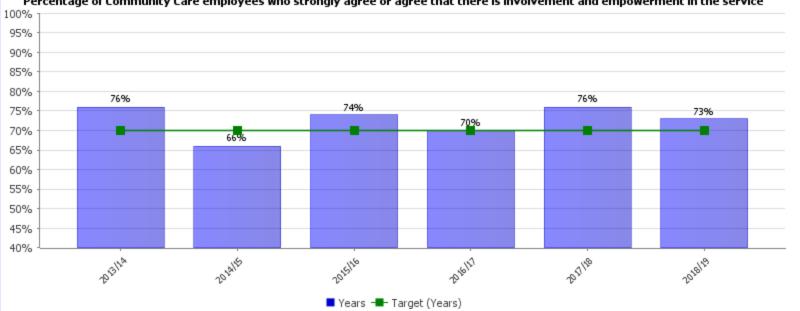
Performance of 69% in 2017/18 is higher than the council average of 68% though is a decline on the service result of 74% in 2017/18.

The service reviews the survey results with staff on an annual basis via a series of focus groups and developed a timetabled action plan based on the feedback.

Staff survey results have to be seen in the context of pressures on staff due to increased workload demand, changes in systems and processes and changes related to the integration of health and social care.

The target will remain at 70% for 2019/20 which is considered to be realistic given the pressures outlined above.

	SPCC053 7a.4 Percentage of Community Care employees who strongly agree or agree that there is involvement		zSPCC_PIAdmin; Alan Bell; Sharon
PI Code & Short Name	and empowerment in the service	Pl Owner	Houston; Yvonne Lawton
Description	This performance indicator measures the level of employee satisfaction with the level of staff involvement and empowerment in the Community Care team.	Traffic Light Icon	Ø
		Current Value	73%
	This is calculated by measuring the percentage of respondents to the council staff survey who strongly agreed or agreed that they were: - Involved in reviewing and improving the service (Q11) - Encouraged to make suggestions to improve the service and/or make it more efficient (Q12) - Regularly allowed to make decisions with the scope of their role (Q13)	Current Target	70%
	The survey response is collected a nnually by Human Resource Services however, it is the responsibility of the service to manage, a nalyse and record the data on Covalent, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.		



Percentage of Community Care employees who strongly agree or agree that there is involvement and empowerment in the service

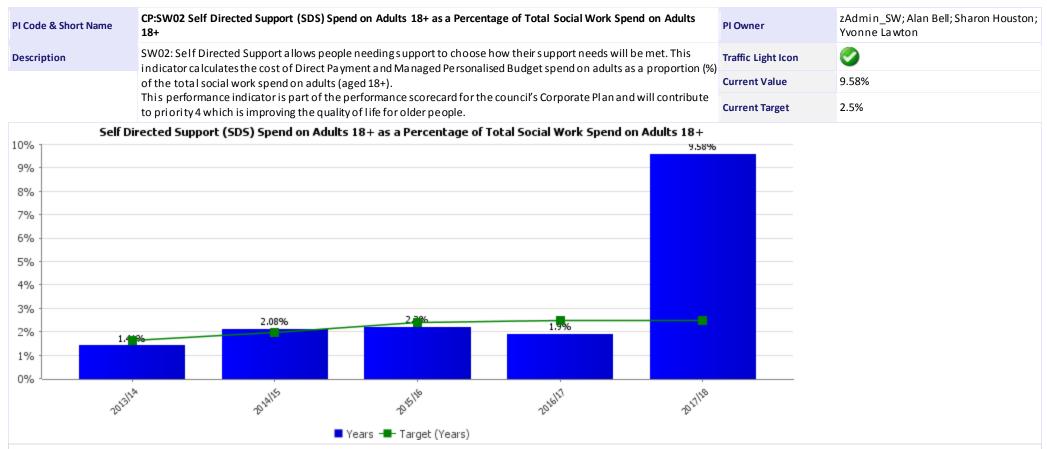
Trend Chart Commentary:

Performance of 73% in 2018/19 is a bove the council a verage of 72% and is an increase on the service result of 70% in 2017/18.

The service reviews the survey results with staffon an annual basis via a series of focus groups and developes a timetabled action plan based on the feedback.

Staff survey results have to be seen in the context of pressures on staff due to increased workload demand, changes in systems and processes and changes related to the integration of health and social care.

The target will remain at 70% for 2019/20 which is considered to be realistic given the pressures described a bove.



The Social Care (Self Directed Support) (Scotland) Act 2013, redefined the delivery framework for all social care services and introduced four options which local authorities must ensure are offered to all service users. This reflects the strategic aim of promoting more individual choice and control over how services are delivered.

The percentage of spend on Direct Payments and Personalised Managed Budgets as a percentage of total spend has increased by 7.56% in 2017/18 from 2016/17. This increase is much more significant than in previous years and represents a significant shift in favour of Option 2 of the Self Directed Support (SDS) Framework.

The slow growth over the years 2013/14 to 2016/17 reflected market conditions at that time, with a very limited number of independent providers demonstrating capacity to grow their business in West Lothian.

Al though committed to the personalisation agenda, West Lothian aims to support framework providers (option 3 or SDS framework) to improve performance. The target for 2018/19 will therefore be set at 9.5% which is felt to be realistic after a period of significant growth and planned improvements to the delivery of service via contracted providers.

West Lothian Council ranked 3 out of 32 Scottish a uthorities in 2017/18, an improvement of 27 places from 2016/17. The Scottish a verage performance is 6.74% with West Lothian in the top quartile.

West Lothian Council ranked 1 out of the 8 authorities in the Family Group (Clackmannanshire, Dumfries & Galloway, Falkirk, Fife, Renfrewshire, South Ayrshire and South Lanarkshire), an increase of 6 places on the previous year.

West Lothian analyses performance against the LGBF Family Group and also considers the shared learning from National Forums.

The data presented will be for the preceding financial year

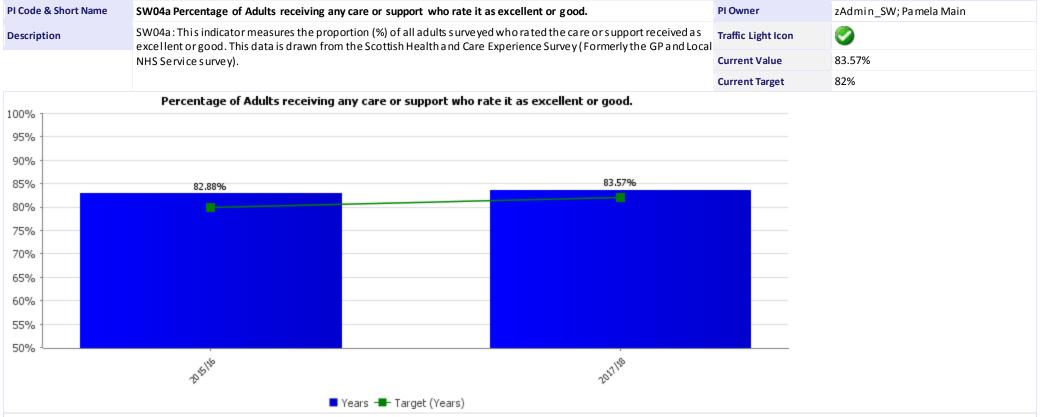
PI Code & Short Name	SW03a Percentage of People Age	d 65+ with long-term care needs who ar	re receiving personal care at home.	PI Owner	zAdmin_SW; Pamela Main				
Description	SW03a : This indicator measures the extent to which the council is maintaining people with intensive needs in the community. Home care is one of the most important services a vailable to local authorities to support people with		community. Home care is one of the most important services a vailable to local authorities to support people with		community. Home care is one of the most important services a vailable to local authorities to support people with		ommunity. Home care is one of the most important services a vailable to local authorities to support people with		65 57%
	Increasing the flexibility of the se people receive the type of assista	service is a key policy objective for both central and local government, to ensure that		Increasing the flexibility of the service is a key policy objective for both central and local government, to ensure that					
		of shifting the balance of care in favour o							
	Percentage of People Aged 65+ v	vith long-term care needs who are r							
65%			65.57%						
60% -	61. 95								
55%									
50%									
45%									
40%									
35%									
30%									
25%									
20%									
	2016117		2017/11/10						
		Years - Target (Years)							

This measure was introduced to the Local Government Benchmarking Framework (LGBF) in 2017/18 and since data is only a vailable for the past two years, trend analysis is limited. West Lothian improved performance by 3.58% in 2017/18 a gainst performance in 2016/17. West Lothian ranks 14 of 32 a uthorities in Scotland in 2017/18 an improvement of 3 places against performance in 2016/17. Performance in relation to this balance of care indicator ranges from 42.57% (lowest) to 73.68%.

West Lothian is ranked 2nd in the LGBF Family Group which comprises; South La narkshire, Fife, South Ayrshire, Clackmannanshire, Falkirk, Dumfries & Galloway and Renfrewshire.

Although trend information is limited current performance evidences West Lothian's commitment to shifting the balance of care in favour of community based services.

West Lothian Council implemented a revised criteria threshold for formal care services in October 2018. This is based on the nationally a greed eligibility framework and brings West Lothian into line with most other Scottish Authorities. However, the impact will be to reduce the number of people in receipt of care at home services and is llikely also to impact on this indicator. For these reasons, the target for 18/19 will be reduced slightly to 64%.



This indicator was introduced to the Local Government Benchmarking suite in 2015/2016. The data is drawn from the Health and Care Experience Survey which takes place every two years. Trend analysis is difficult because data sets are available from only two surveys. However, West Lothian's Performance in 2017/18 has improved slightly by just under 1% on performance of 2015/16.

West Lothian is ranked 7 of 32 a uthorities in 2018/19 and this is an improvement of 15 places since 2015/16. In addition West Lothian ranks 3rd in the LGBF Family Group which comprises; South Lanarkshire, Fife, South Ayrshire, Clackmannanshire, Falkirk, Dumfries & Galloway and Renfrewshire.

This is a very positive reflection on West Lothian's commitment to providing high quality services and excellent customer care. The target for 2019/20 will be set at 85% to recognise the impact of service commitment to continuous improvement but is also felt to be realistic for a service of this nature.

PI Code & Short Name	SW04b Percentage of Adults supported improving or maintaining their quality o	at home who agree that their services and support had an impact in f life.	PI Owner	zAdmin_SW; Pamela Main
Description		portion (%) of all a dults supported at home who a gree that their services and raintaining their quality of life. This data is drawn from the Scottish Health	Traffic Light Icon	Ø
	and Care Experience Survey (Formerly th		Current Value	81.94%
			Current Target	80%
Percentage of Adult	s supported at home who agree that t	heir services and support had an impact in improving or maintainin of life.	g their quality	
95%				
90%				
85%				
80% -				
75%				
70%				
65%	79.83%	81.94%		
60%				

This indicator was introduced to the Local Government Benchmarking suite in 2015/2016. The data is drawn from the Health and Care Experience Survey which takes place every two years. Trend analysis is difficult because data sets are available from only two surveys. However, West Lothian's Performance in 2017/18 has improved by over 2% on performance of 2015/16.

Years - Target (Years)

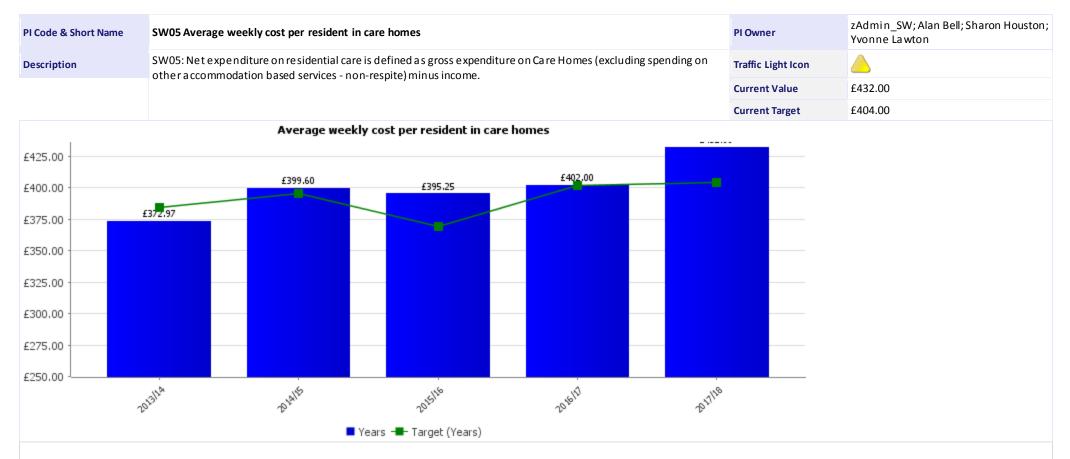
2017/120

55% 50%

DELLE

West Lothian is ranked 10 of 32 authorities and this is an improvement of 20 places since 2015/16. In addition West Lothian ranks 3rd in the LGBF Family Group which comprises; South Lanarkshire, Fife, South Ayrs hire, Clackmannanshire, Falkirk, Dumfries & Galloway and Renfrewshire.

This is a very positive reflection on West Lothian's commitment to providing high quality services and excellent customer care. The target for 2019/20 will be set at 84% to recognise the impact of the service commitment to continuous improvement but is also felt to be realistic for a service of this nature.



The average weekly cost per resident in a care home in West Lothian in 2017/18 increased by 7.5% from the previous year. West Lothian Council has consistently complied with the agreed rate for the National Care Home Contract. The Council also complies with the National Guidance on Residential Care Charging rules in terms of calculating service user contribution. The gross cost of residential care for Ol der People since 2011 has risen only in line with any Nationally agreed increases to the contract rate. Percentage variation above or below inflationary increases on the net cost to West Lothian Council is affected only by the financial circumstances of people applying for residential care - a variable which is out with the councils control.

Target setting reflects the % increase for the reporting year which will always be the preceding financial year.

West Lothian Council ranked 21 of 32 Scottish authorities in 2017/18, an dip of of 1 place from 2016/17. he Scottish average performance is £379 compared to West Lothian Council's performance of £432 West Lothian is within the third quartile.

West Lothian Council ranked 8 out of the 8 authorities in the Family Group (Clackman nanshire, Dumfries & Galloway, Falkirk, Fife, Renfrewshire, South Ayrs hire and South Lanarkshire). The top performing council in the Family Group continues to be Dumfries & Galloway Council who are ranked 1 a cross the 32 Scottish a uthorities. The family grouping for this category is based on a reas of deprivation/affluence.

West Lothian analyses performance against the LGBF Family Group and also considers the shared learning from National forums.