

## **REDDITCH BOROUGH COUNCIL**

### **CORPORATE PERFORMANCE REPORT: 'HELP ME TO BE LIVE MY LIFE INDEPENDENTLY (including health and activity)' – 11 SEPTEMBER 2018**

#### **1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'help me to live my life independently (including health and activity)'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

#### **2. CONTEXT**

- 2.1 One of the key Strategic Purposes identified following discussions and feedback from the community is to support people in being able to live their lives independently. 'Independence' can mean different things to different people. Our aim is for individuals to be able to live independently in their home.
- 2.2 The Council Plan has developed key themes in relation to the support of this purpose. These have links to the delivery of other strategic purposes and include:
  - Understand and support the additional needs of our residents
  - Promote independence and reduce social isolation
  - Help people to have active bodies and active minds
  - Strengthening and supporting families and individuals
  - Support the development and delivery of appropriate housing in the Borough
- 2.3 It is appreciated that some of the themes are more difficult to measure and therefore, the following measures at sections 3 (strategic measures) and 4 (operational measures) have been identified to help to understand how the Council is meeting elements of the themes to be supported through the work to deliver this strategic purpose.
- 2.4 The Council is also working in conjunction with the Redditch Partnership Executive Group and the Connecting Families Team to develop strategic interventions around mental health and wellbeing. The work is in its infancy and the actual detail is still to be worked up, however the focus is likely to be on looking at the system with particular reference to early intervention, and what support is available to people with low to medium level mental health issues at an early stage after diagnosis.

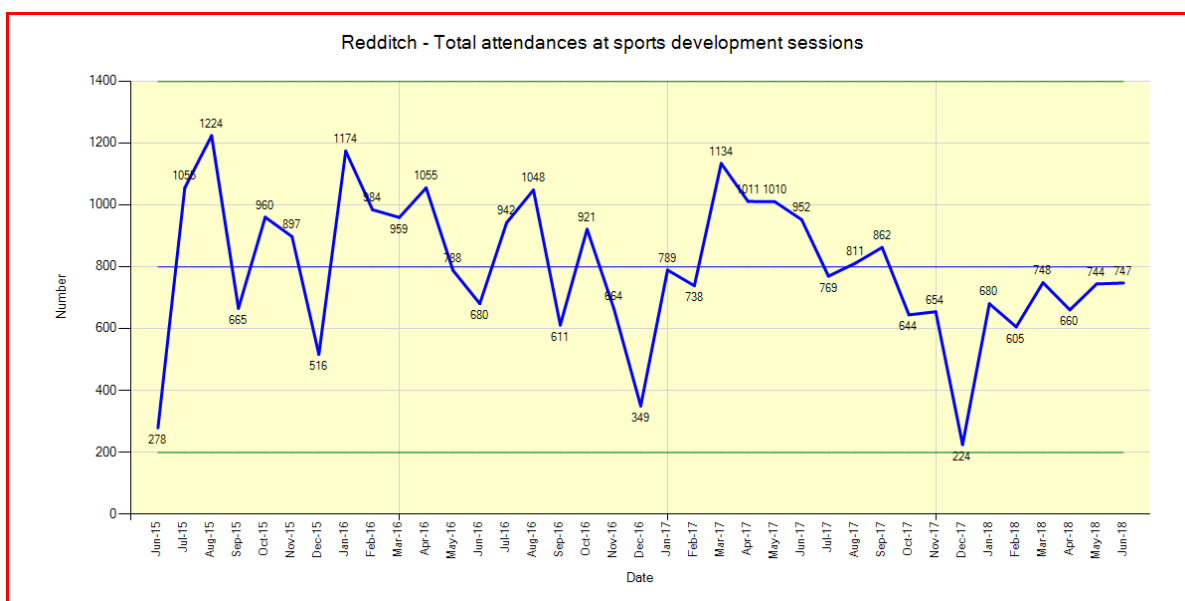
### 3. **STRATEGIC MEASURES**

3.1 The following strategic measures are currently used to understand the purpose 'help me to live my life independently (including health and activity)':

- # Total attendances at sports development sessions  
(There are 7 active operational measures supporting # total attendances)
- # lifeline users

### 3.2 **Strategic Measures Charts**

#### **Total Attendances at Sports Development Sessions** **Contact: Catherine Aldridge, Sports and Well-Being Manager**



3.2.1 The 'total attendance at sports development sessions' informs the authority how many people are attending these sessions. There are a total of eight measures which provide data including 'number of school users' and 'number attending age well sessions'.

The sports development team help to support residents of Redditch to live their lives independently through a number of targeted activities.

A wide range of activities are provided targeting, for example, the elderly, people with disabilities and their families and also children. The activities provide a number of benefits for the population and also for services. For example, the sports and physical activity opportunities provided for the elderly can enable people to live independently and reduce the need for residential care, decrease NHS admissions and utilise resources from other support services. These sessions include community exercise classes for the older population, strength and balance classes to help reduce the risk of falls, 'escape pain' targeted programmes to help with pain management for residents suffering with arthritis.

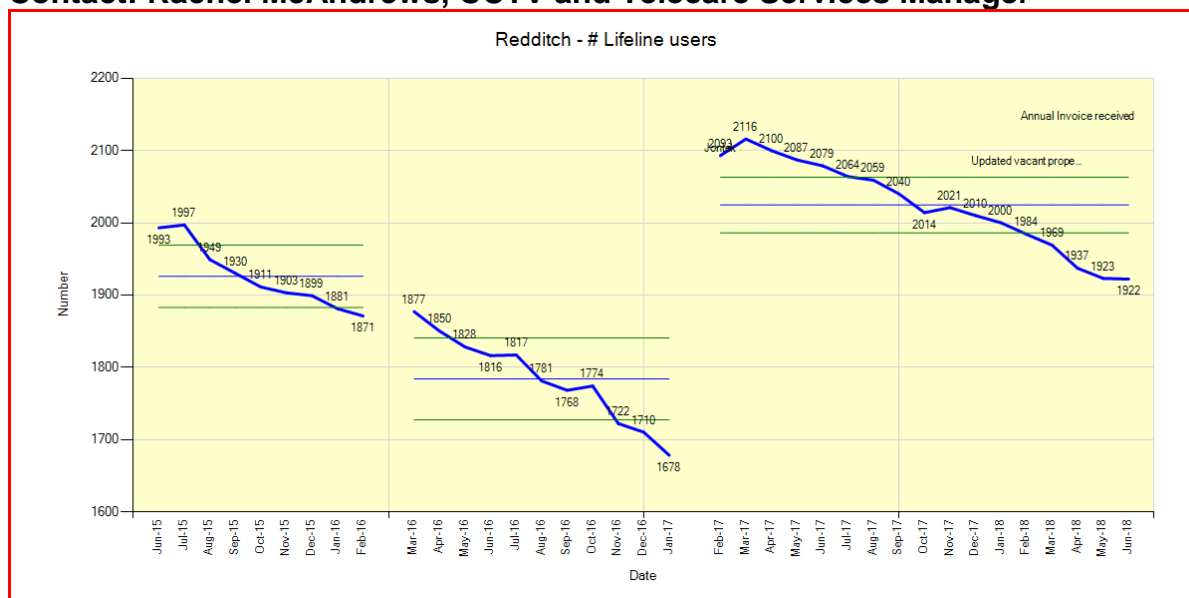
The sports development team also run programmes to support those with disabilities and their families through a range of inclusive activities that help to promote independent living and help with short break respite for carers. There are also adult multi-sport programmes to maintain and promote healthy lifestyles in the disabled population. On average around 90-100 people each month take advantage of these sessions.

Mental health and wellbeing is also an area where sports development provide activities and support to residents to help with health both physical and mental health to facilitate with the ability to maintain work, reduce social isolation and ensure good mental health.

Children and young people are supported through programmes such as active kitchen and active families. These sessions aim to help reduce the number of children and young people who are not in education or training and also increase educational attainment and employability, improve the feeling of worth and reduce offending rates.

### # Lifeline users

**Contact: Rachel McAndrews, CCTV and Telecare Services Manager**



3.2.2 NEW Lifeline is an accredited service provided to residents living in Redditch. The Lifeline service user may live in Council property, privately rented or in their own home. The emergency call is answered 24/7 providing peace of mind to service user and family, that help is at hand for those living independently at home.

The total number of service users remains relatively static each month with usually around 20-30 new installations each month. Unfortunately due to the age of the clients and their circumstances changing the service often experiences a similar number of cancellations.

The increase in service user numbers showing between January 17 and February 17 is due to the installation of a new call handling system where by each person is counted as an individual. Previously where a couple had lived together they were counted as one unit.

The chart shows a slow decline of around 100 service users in the last 12 months. The reason for the decline is that, where previously Council Tenants in sheltered accommodation had the service, it was compulsory for them to subscribe due to how it was funded and the nature of the equipment. Over the last 2 years we have removed the old equipment allowing residents to choose whether or not to have the new modern more flexible equipment installed.

The cost of the service is £4.00 per week for a traditional/basic service. However, the service now offers a new range of equipment that includes tracking devices for those needing more confidence when out and about, we offer a unit for in the home that does not require a land line so it's more flexible to move around the home. There is a range of environmental sensors for detecting specific issues (gas, flood, fire, CO, falls, movement, door opening, electricity usage etc.) that can be used to provide a bespoke solution to monitor someone with more complex needs. These solutions vary in cost but are often part funded by Social Services where the Social Worker has identified a need.

Moving forwards, the service is researching a host of new products on the market, as the telephony industry is changing rapidly and the 'internet of things' is becoming the new normal. In order to ensure our service is able to provide up to date technology enabled care it is key for us to keep abreast of the latest advances.

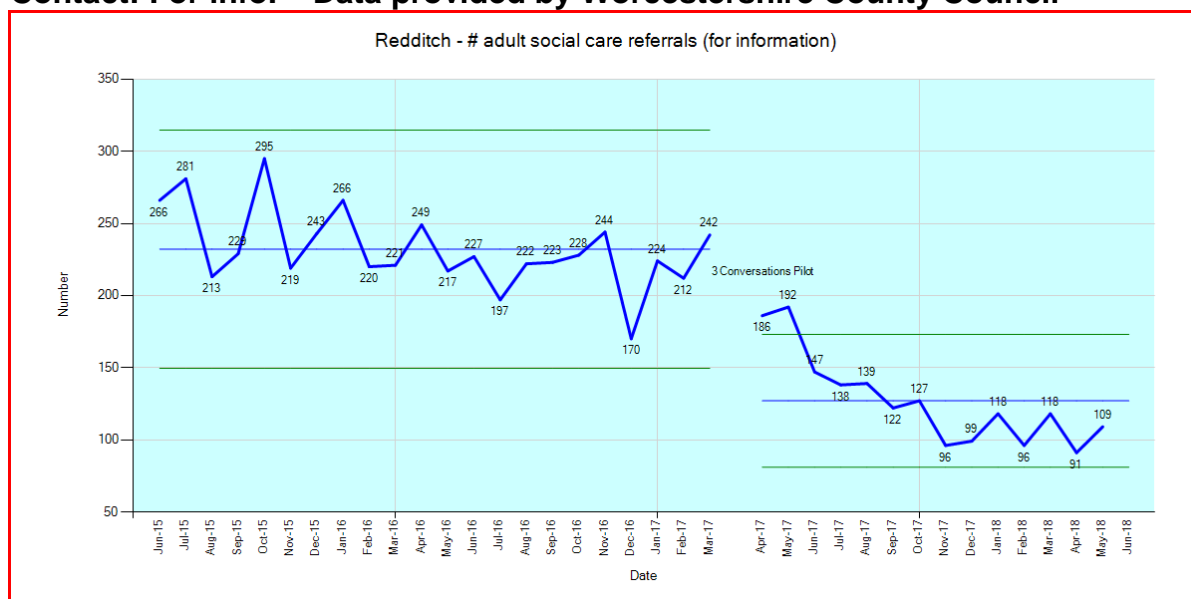
## 4.0 **OPERATIONAL MEASURES**

4.1 There are a number of operational measures which help to support the purpose including:

- # adult social care referrals
- # visits to Shopmobility
- # Dial A Ride journeys taken

### **# Adult Social Care Referrals**

**Contact: For info. – Data provided by Worcestershire County Council**

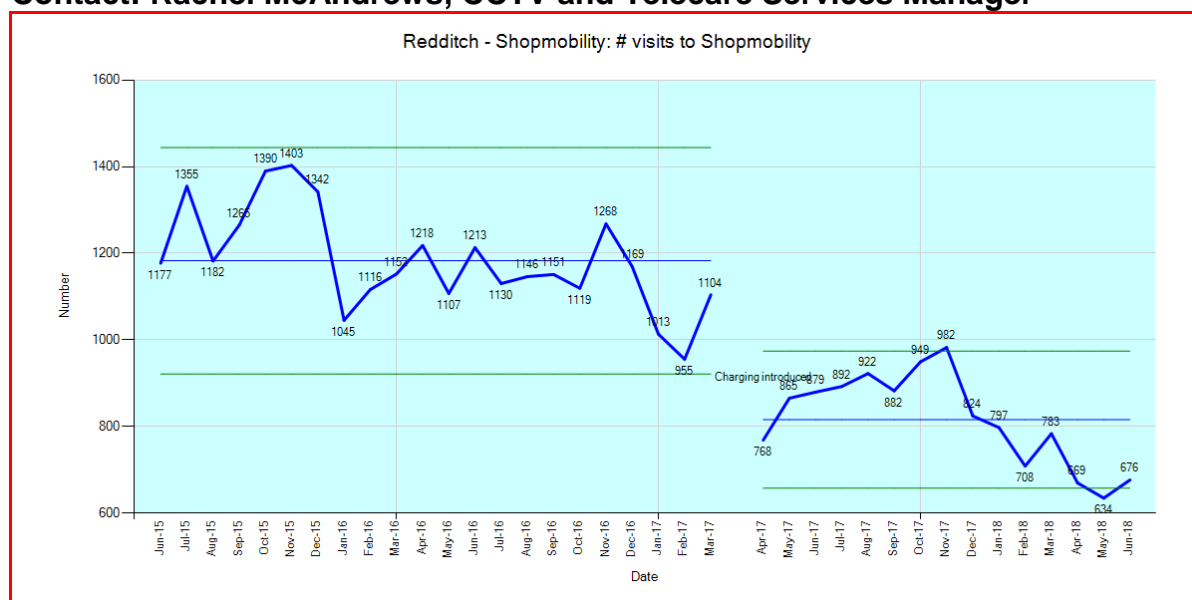


- 4.1.1 The data for this measure is provided by Worcestershire County Council and is provided for information. In April 2017, Worcestershire County Council started piloting a new way of working called 'Three Conversations' involving one of the Redditch teams.

The Three Conversations model is "A strengths-based approach builds on the resources and resilience that an individual already has, including family, friends and the wider community. The approach aims to turn on its head the custom and practice of current social work assessment models which start with the question: what can't you do? This will invariably lead to a focus on deficits and how the Council can provide services to meet those, rather than a conversation about how the individual and their wider networks can support and increase their own independence". "This model involved a radical change in social work approach, putting empowerment and independence at the heart of our interactions with people. The model has evidenced in other areas better outcomes for residents, greater and sustained independence and a reduction in spend on services."

### # Visits to Shopmobility

**Contact: Rachel McAndrews, CCTV and Telecare Services Manager**



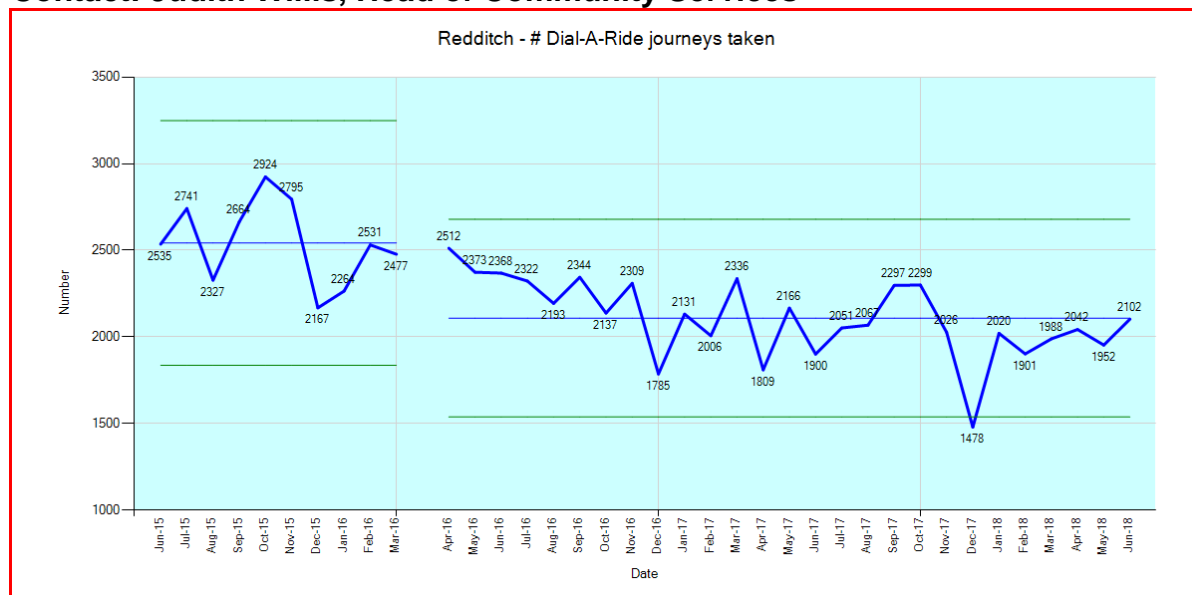
- 4.1.2 Shopmobility has regular users depending on this service to carry out their routine shopping and access GP services within the Town Centre. The service enables people to be independent, to be in control of their finances, to socialize and perform their own tasks away from the home that they may not be able to do if the service ceased to operate. The service receives many positive comments and excellent feedback. It is a caring community within the office providing a friendly face, information and support.

The summer months are traditionally quieter for usage but it is felt that the loss of Mark and Spencer in the town centre has caused a decline since it closed in April 2018. Charges were introduced for this service in April 2017. The cost is £10 to register annually and then £2 per usage if users live within Redditch and £3 if they are a non-Redditch resident. For a one off usage without registering users can pay £5. Prices were not increased for 2018.

Following the introduction of a charge the number of usages has dipped by 200-300 per month, this reduction was anticipated and it can be seen the usage gradually increased again between May and November 2017. Adverse weather affected usage in December and February, and the service saw the usual reduction in the month of January. Income from 2017/18 was £35,000.

### # Dial-A-Ride Journeys Taken

Contact: Judith Willis, Head of Community Services



4.1.3 Redditch Dial-A-Ride provides affordable travel around the Borough for residents who are unable to use public transport. It enables users to maintain independent living thereby improving their quality of life, including mental well-being and combating loneliness. The top 3 uses are for healthcare, shopping and social events. The variances in the number of journeys is affected by the seasons (adverse weather, social groups closing over holidays) and by the breakdown of vehicles. Over the last 2 years the service has at times operated with 2 fewer vehicles. In order to address this, one new bus was delivered in Spring 2018 and three replacement vehicles are on order. When these vehicles are in place there will be an opportunity to retain a good quality 'spare' vehicle for when others are being serviced/repaired.

## 5. ENGAGEMENT/RESEARCH

5.1 A survey of the Redditch Community Panel was undertaken in November 2017. The survey was sent to 531 panel members either electronically or through a postal survey. The response rate for the survey was 42.7%. This survey included questions relating to 'help me to live my life independently (including health and activity)'. Below is an example of the questions and the responses.

5.1.1 To what extent do you agree or disagree with these statements about living independently and social contact?

I have good access to community activities and/or resources:

I agree strongly	1.3%
I agree	30.0%
I neither agree nor disagree	42.7%
I disagree	16.7%
I disagree strongly	9.3%

I am aware of the Lifeline service provided by the Council:

I agree strongly	15.9%
I agree	42.7%
I neither agree nor disagree	17.1%
I disagree	15.2%
I disagree strongly	9.1%

I am able to manage my household finances:

I agree strongly	48.1%
I agree	42.7%
I neither agree nor disagree	5.8%
I disagree	1.9%
I disagree strongly	1.5%

I have good social contact with people:

I agree strongly	14.8%
I agree	54.6%
I neither agree nor disagree	18.9%
I disagree	7.7%
I disagree strongly	4.1%

## 6. **KEY CORPORATE MEASURES SUITE**

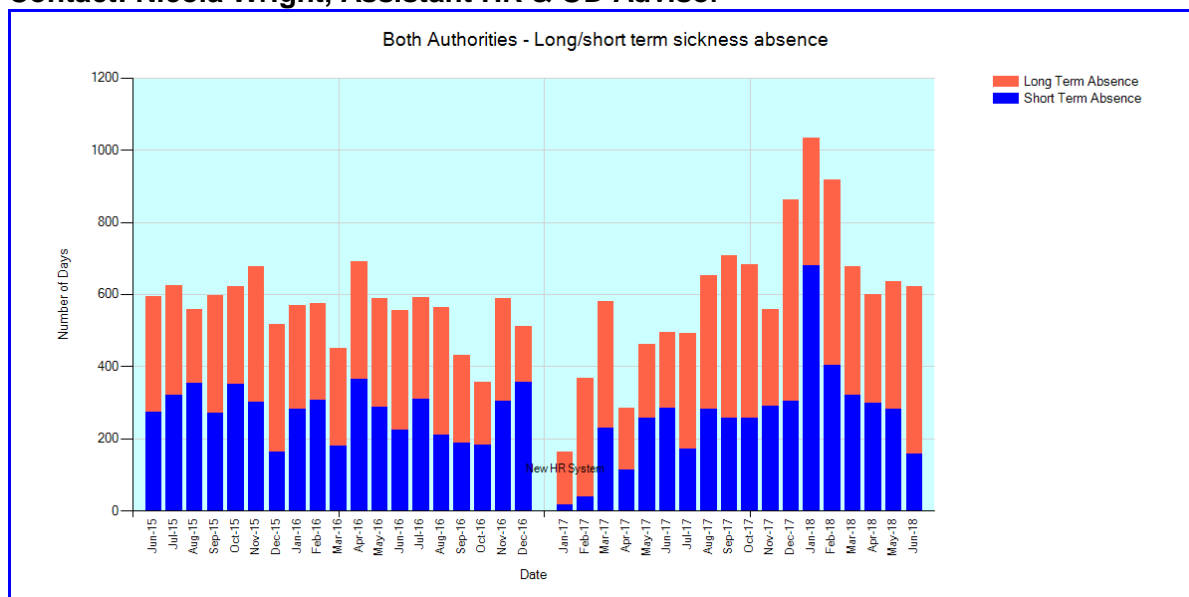
- 6.1 The following key measures are currently used by the organisation to better understand the corporate picture.

### Sickness Data

- 6.1.1 In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module was implemented in March 2017 as part of the HR21 system; this has now been rolled out to all service areas. HR continues to monitor sickness absence data and offer support and advice to managers when managing sickness absence in their teams.
- 6.1.2 Following an initial dip in sickness data, sickness absence figures have increased overall with a spike of sickness absence in December 2017 and January/February 2018. This might be attributed to the implementation of the new online self-service recording system and/or normal winter illnesses. The system for recording has been internally audited and all recommendations have been met, this included corporate messages regarding the responsibility of managers in recording sickness.
- 6.1.3 As part of a sickness absence working group an internal issue log is monitored and maintained relating to sickness, these can then be used to assist in future development of absence management. The issue log is divided into four main sections policy, process, training, and communication, each being tackled individually. The HR team are also actively working with the managers to look at the application of the sickness policy and are currently in the process of drafting a policy in line with the recommendations. We anticipate that the draft policy will be sent for approval in September, with mandatory training to support managers.
- 6.1.4 Future planned self-service system development also includes managers having access to sickness reports and a return to work interview facility.

## Long/Short Term Sickness Absence

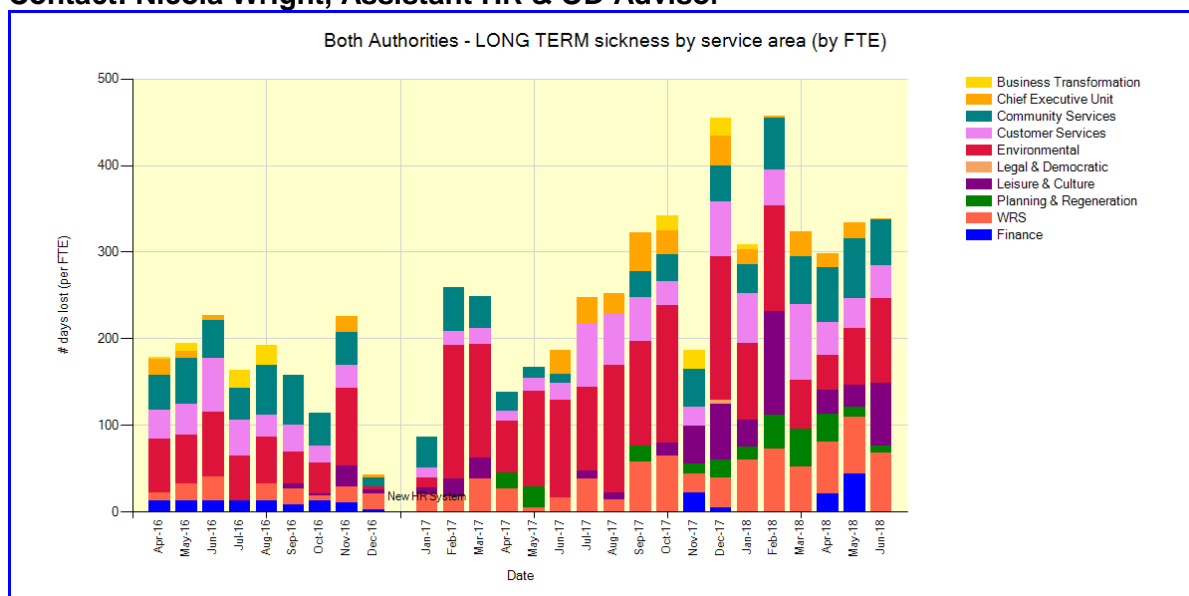
Contact: Nicola Wright, Assistant HR & OD Advisor



6.1.5 Short term compared to long term sickness has remained fairly static, however December 2017, January and February 2018 saw a spike in absence which might be due to the normal Winter illnesses; absences levels has since returned to previous levels. The HR team continue to monitor and assist managers in tackling both types of sickness, as well as using the data to make informed interventions where required, such as review of sickness absence policy, occupational health services and the employee assistance programme. Following the review of employee assistance programme (EAP), a new provider has been introduced enabling all employees assist to support. The issues log told us that staff were not aware of or didn't fully utilise the services available with the EAP, this has been included in the recent employee benefits days for staff; initial feedback on the day from staff was excellent and we would hope to see employee engagement levels rise within teams by utilising such strategies; it is recognised that a rise in employee engagement levels could have a positive effect on sickness levels.

## Long Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor

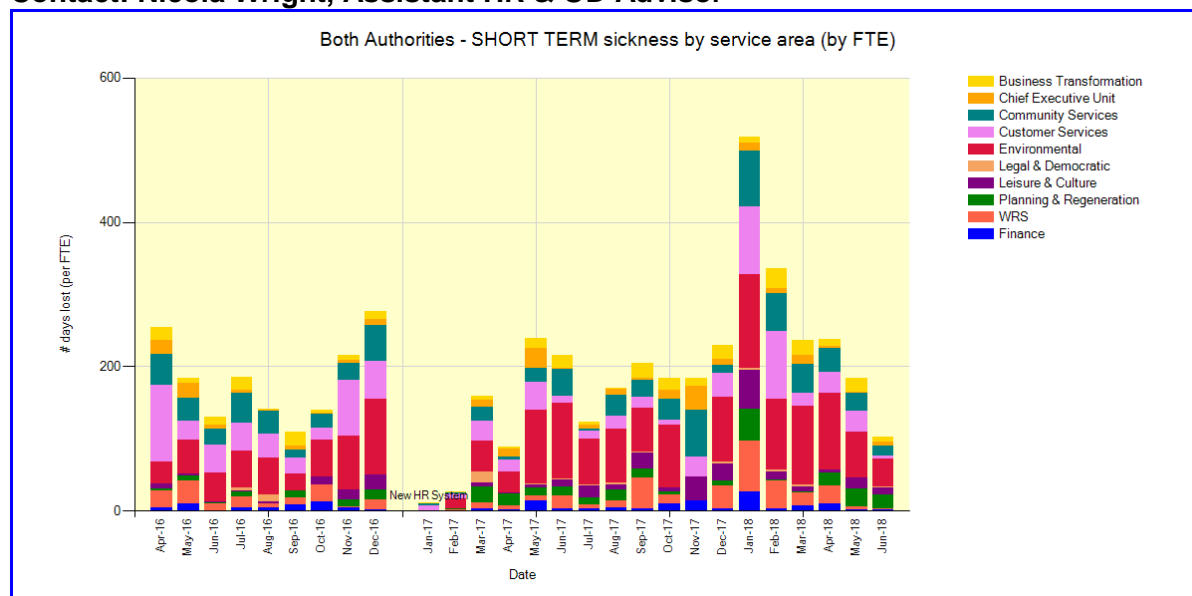




- 6.1.6 Long term sickness has risen overall in comparison to the sickness period of 2016/17; however we have attributed this to the implementation of a more efficient recording system. Work will continue within HR to research, implement and monitor effective methods of dealing with long term sickness.

### Short Term Sickness Absence by service area (by FTE)

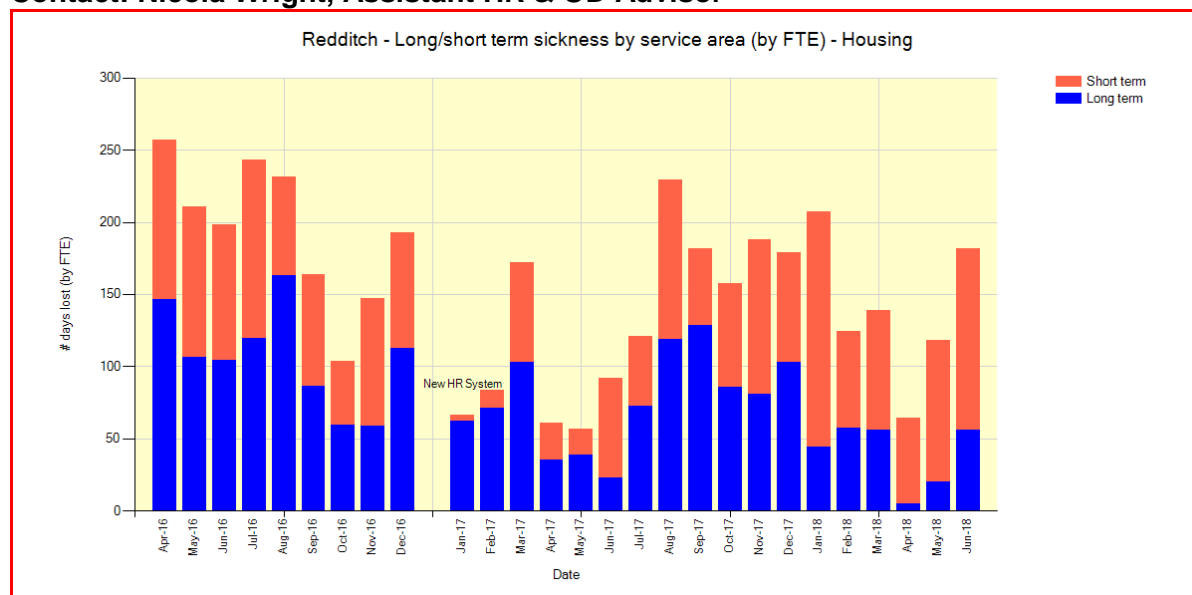
Contact: Nicola Wright, Assistant HR & OD Advisor



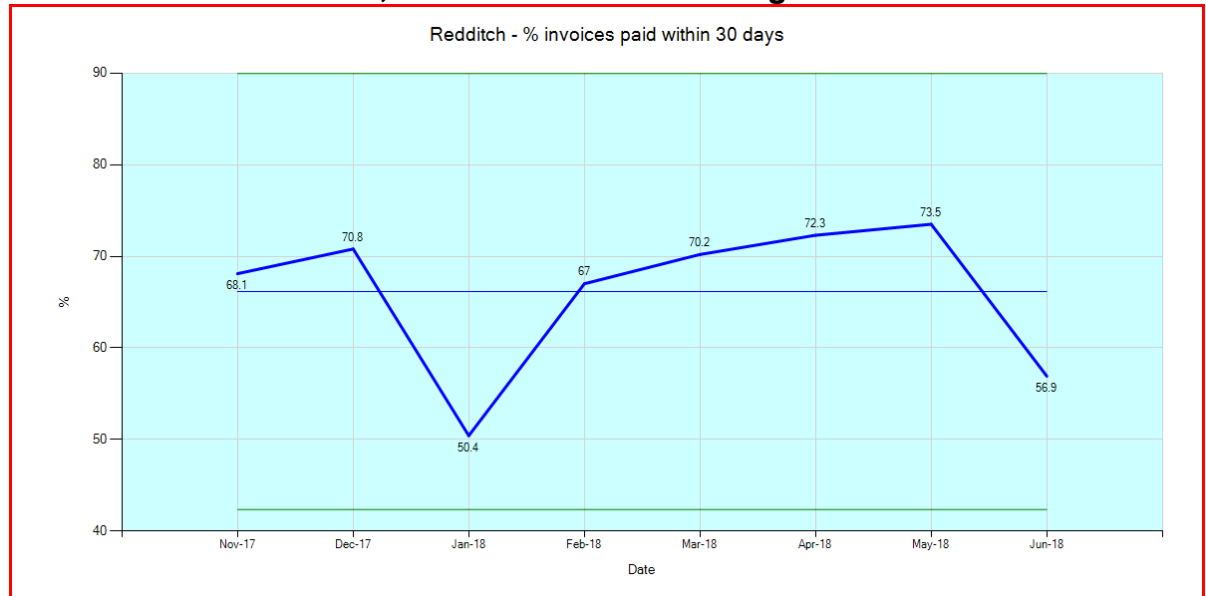
- 6.1.7 Short Term Sickness was much higher in January and sickness data suggested the reason for this was a combination of stress/depression/anxiety and infections such as flu. The HR team will be able to use this data to make recommendations to reduce sickness absence in the same period next year, by a variety of interventions.

### Long/Short Term Sickness Absence by service area (by FTE) - Housing

Contact: Nicola Wright, Assistant HR & OD Advisor



- 6.1.8 Due to a number of changes within Housing Management, HR are providing ongoing assistance in the monitoring and recording of sickness absence.

Financial Services**Finance: % invoices paid within 30 days****Contact: Chris Forrester, Financial Services Manager**

- 6.1.9 The decline in the payment processing figure is down to a number of factors, Firstly, there have been staff resource issues within payments section and also the absence of users i.e. sickness/holidays. This has left invoices unauthorised and causing a delay in payment. In addition the current system has no escalation route if an invoice hasn't been authorised in a timely manner. This in turn adds to the pressure on the payments team with regards chasing and enquiries.