



Councillor Peter Black  
Convener, Adult Services Scrutiny Panel

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*Our Ref:* MC/JW  
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**BY EMAIL**

Dear Councillor Black

**Domiciliary Care and Respite at Home  
Approach to Contract Monitoring**

The new contract specifies the minimum standards and expectations of the provider and focuses on Strategic, Personal and Service Outcomes. It is framed by the Social Services and Wellbeing (Wales) Act and the requirement to be person centred and outcomes focused in the delivery of social care services. It places new responsibilities on providers to pick up care packages in rural areas, to hold onto packages for longer when an individual goes into hospital or respite, and to advise the Council when the care package requires a review or right sizing. We use a range of quantitative and qualitative measures to assess whether a service is meeting the aims and objectives set out in the contract.

The contract specifies that the ethos of care must be:

- Outcomes focused
- Strengths based
- Flexible
- Based on dignity, respect, cultural awareness and equality of opportunity
- Of good quality
- Developed in a spirit of co-production with users and their families

Because people told us that communication between them and the office / management (not the care workers) is often poor, the new contract specifies that communication at every level of the organisation and with all stakeholders will be closely monitored and must be;

- Open and transparent
- Respectful
- Responsive
- Meaningful
- Timely



Because People told us what is important to them, our key performance areas are:

- Timeliness and reliability
- Continuity of careworker/s
- Safeguarding of individuals
- Service User empowerment (positive view of complaints)
- Meeting assessed need and personal outcomes
- Communication at all levels
- Cost effective and efficient use of resources

As an example our monthly monitored Service Performance Measures include:

- Late /early calls
- Consistency of call times
- Duration of care calls / flexibility
- Medication errors
- Consistency of care worker
- Electronic call monitoring compliance (minimum 95%)
- Double staffing safety requirements

We have deliberately avoided rushing to introduce new performance measures linked to Outcomes as moving towards an outcomes model of care provision is quite new in the sector. Under the new contract care will be commissioned on the basis of weekly hours to be used flexibly to meet the needs of the Person as they present each day. This flexibility moves us towards a more person centred way of working and our Providers and contract monitoring arrangements will need to develop and adapt during the lifetime of the contract as we progress.

We have recruited a further two Contract Monitoring Officers (CMO's) and an additional scrutiny post in Income and Finance. The monitoring team will consist of three full time and one part time CMO and a Contracting Officer. The role of the team will be to assess and monitor quality and standards and to hold provider to account. This will be achieved through a clear and robust work plan (Appendix A) taking into account a wide range of information, data, feedback, and intelligence in order to lead us to conclusions about quality and risk.

CMO intelligence is supplemented by information from Care Inspectorate Wales with which we have regular dialogue and quarterly meetings, and information on Registration of both agencies and individual care staff and staff training as is now a requirement under the Regulation and Inspection Social Care Wales Act (and is monitored by Social Care Wales).

From 1st October, monitoring will be undertaken in line with the Draft Western Bay (West Glamorgan) Quality Assurance Framework. Monitoring Officers will hold a caseload of agencies and will be responsible for;

- capturing and analysing intelligence and data
- responding to queries, alerts, complaints and concerns
- engaging with providers, users of the service and their carer/family
- providing advice and guidance
- sharing good practice

- measuring service outcomes
- responding to safeguarding concerns and sharing information with investigators
- setting and monitoring action plans
- sharing information with team colleagues and manager
- escalating relevant information to the Contracting Officer in a timely manner
- attending professional concerns meetings and undertaking any relevant performance action
- undertaking mandatory on site annual reviews with each provider including service user / family / social work, and OT feedback
- undertaking on site monitoring visits a minimum of annually and escalated monitoring based on monthly analysis of risk in agreement with the contracting officer

We will do this by examining:

- Paris / WCCIS files
- Staff induction and registration
- Staff training including Medications Management
- Staff support, supervision and appraisal
- Staff terms and conditions
- Recruitment practices
- Agency responses to complaints and safeguarding
- Communications records
- Service User files and daily logs
- Speaking to service users and their families
- Speaking to care staff and management
- Liaising with social work and health colleagues
- CIW reports and Responsible Individual quarterly and annual reports

During monthly team meetings each CMO discusses their provider caseload and a risk analysis is undertaken which informs the frequency of contact with the provider, on site monitoring and action. Risk issues are communicated monthly to the Adult Services Safeguarding Team.

Whilst relational contracting is our approach, endeavouring to be open and transparent, to support providers and organisations to raise and maintain standards, under the new contract Performance and Monitoring Schedule there are clear and robust procedures in place where the organisation is failing to meet minimum requirements in any aspect of the service which could result in the CMO issuing a Service Improvement Plan.

From 1st October we will introduce a new regional Escalating Concerns Protocol for Domiciliary Care. This will be implemented following a single serious concern (e.g. significant safeguarding concern, actual or possible business closure) or continued failure to respond satisfactorily to a Service Improvement Plan.

Placing a Provider into Escalating concerns can result in;

- Suspension of new referrals
- Default
- Contract termination

Yours sincerely

A handwritten signature in black ink, appearing to read 'M Child', written in a cursive style.

**Councillor Mark Child**  
**CABINET MEMBER FOR CARE, HEALTH & AGEING WELL**