

# Quality in Community Care



## Quality in Community Care Services



### A Strategic Framework

2005 - 2010

Quality is everyone's responsibility

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## **Customer Services**

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# Introduction

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Our commitment to quality is not new and this document is an updated version of the Strategic Quality Framework, issued in 2000, that has guided our work in Community Care Services for the last four years.

In 1995, we developed our first Quality Strategy for Community Care Services. We have set standards for all our services and have undertaken a range of quality assurance initiatives including surveys, file audits, quality inspections, and evaluations of new services. Our commitment to involving users and carers in these processes is demonstrated in our Independent Living (Direct Payments) Scheme, our User Participation Strategy, Carers' Strategic Framework and their inclusion in inspections, focus groups and staff recruitment.

During the last few years with the move towards more partnership working and joint services with Health, we have started looking at quality issues together and this will increasingly be the way forward in the future.

The recent Department of Health document 'National Standards, Local Action' – Health and Social Care Standards and Planning Framework 2005 –2008 sets out the framework that NHS organisations and Social Services Authorities are to use in planning for the next three years and the standards that all organisations should achieve in delivering care. Improvements in the quality of care against these standards will be supported by assessments of social services by the Commission for Social Care Inspection (CSCI) and health services by the Health Care Commission.

There is a requirement for Local Authorities and health organisations to work even more closely together across the whole range of health and social care services and to give individuals more power to improve their care and drive the whole system.

With a standards based approach both health and social care organisations need to take account of the quality and safety of all their services, and to ensure that they are reaching all parts of the population and working to reduce inequalities in health and in access to all services.

The management of risk is also becoming increasingly important and is a key responsibility for organisations. The successful management of risks is essential in a quality system and will ultimately bring benefits to the people to whom we provide services. As with quality, risk management is of interest to everyone and the responsibility of all staff.

It is against this background that this Quality Framework has been revised. This document sets out a strategic framework for ensuring that services are developed and provided so that these objectives are achieved in a way which is acceptable to service users and their carers. In this document, Quality is defined as the application of consistent, clear and measurable standards of services provided to meet the needs of users and carers.

Quality is everyone's responsibility. The delivery of high quality services across Community Care Services is dependent on the contribution made by every member of staff, working both within the Division and in partner agencies. The following statements from service users and carers demonstrate the way in which we approach our work in Community Care Services:

## Statements from Service Users and Carers



'I want to thank you and all your team for the wonderful care you gave her. You made an intolerable illness, tolerable. You gave her care with kindness, dignity, professionalism and affection. She always appreciated that you would laugh with her'



'The Placement Panel was a very professional yet friendly experience with people who were very knowledgeable of my father's circumstances'



'I care for my mother who is 88 years old and suffers from dementia. The Day Care Centre she attends daily offers a wide range of services which assist me to find time for my own home life'



'The Independent Living Scheme gave me flexible and adequate assistance. I became liberated, more fulfilled and light hearted'



'They sent me information on services and what we were entitled to, they were very prompt'



'The Council run excellent and wonderful care homes, meeting all the criteria set down, and doing it in a loving and caring way. I have been connected with one particular home, as a relative and friend of several clients for as long as 12 years and efficiency by all levels of staff has been second to none'



'My home carers are treasures and I wouldn't know what to do without them'



'Like many people I have a few physical problems which affect my mobility. The advice and practical help I have received has given me confidence to move about my home more safely. I have met people whom I feel have insight into people's problems'



'Occupational Therapy and home adaptations are excellent. Any work carried out is of a very high standard'



'Having received the Carers' Directory, I find that I have all the services I require at the moment and I am well satisfied'



## Where are we now?

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Since 2002 Social Service Departments in Local Authorities have been assessed and classified according to their performance. In Kingston our high quality services have been recognised and we have been placed in the top category and awarded three stars.

We have some particular strengths that need to be continually built on and some areas where performance does not meet expectations and needs developing. Examples of each are listed below:

### Strengths

- High levels of user and carer satisfaction as demonstrated by high number of compliments, low number of complaints and results of user surveys
- Good user and carer involvement and participation in activities such as recruitment and planning groups. Feedback has also been incorporated in improving information leaflets
- Sound and longstanding joint working arrangements with other agencies
- Wide range of community care services to enable people to remain living in their own homes in the community for as long as possible
- Comprehensive information available to the public on services
- Good training and development opportunities for staff
- Council has taken a robust lead with partners on the management of delayed transfers of care from hospital, which are decreasing
- Good progress with the implementation of the single assessment process, supported by the creation of joint community older peoples' teams
- Ethnic Monitoring of users shows good responses to minority ethnic communities in the Borough
- Research into black and minority ethnic groups in older people's services has led to improvement in information and direct services

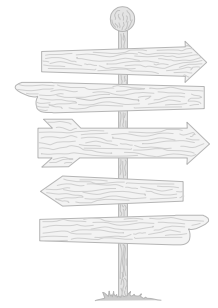
- Best practice guidance has been issued for culturally competent care and the use of the interpreting service
- The Council's efforts to ensure people get the services they need is evident in increased numbers of reviews, timely delivery of community equipment and reduced waiting times for care packages
- Service strategies look at research and benchmarking exercises

## **Development Areas**

- Need to continually work on improving the quality of management information and the data held on SWIFT
- Need to look at further initiatives for developing work with minority ethnic and vulnerable groups
- Need to continue to monitor performance on the percentage of people receiving a statement of their needs and how they will to met
- Assessment response timescales for older people require ongoing attention and review
- Performance on the number of carers' assessments needs to be kept under review, to ensure that activity and recording issues are addressed and improved
- Performance on timescales for provision of equipment needs close monitoring
- Need to ensure that equality of opportunity is central to all that we do, from consultation through to service delivery: we will adhere to the standards set out in the Community Services Equalities Toolkit
- Need to ensure that all audit work and performance monitoring supplies the information needed to carry out Equality Impact Monitoring effectively

## Where are we going?

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Against the background of our current levels of performance and the need for continuous service development and improvement, we will regularly:

- develop new services to ensure that services are accessible to all people and respond to changing needs
- set standards to meet new requirements and expectations
- equip staff to meet standards through our Workforce Development and Training Strategy
- monitor and evaluate the achievement of standards
- regularly review and strive to improve our standards

We also need to ensure that users and carers and our partners in the Health Service and independent agencies are jointly involved in these processes.

# Developing Services

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## We will develop services by:

- working through Partnership Boards that include representatives from Health, the Independent Sector, users and carers, to address national and local priorities and targets, set out in national documents such as the National Service Frameworks for Older People and Mental Health, the following strategies under the 'Valuing People' White Paper for people with learning disabilities:

Person Centred Planning Framework  
Quality Assurance Framework  
Day Service Modernisation Statement  
Housing Strategy  
Employment Strategy  
Health Action Planning Framework

and local ones including 'Towards Full Inclusion', the strategy for people with physical disabilities, An Active Ageing Strategy for Kingston, Older People's Strategy, Drug Action Team Treatment Plan, User Participation Strategy, and the Carers' Strategic Framework.

The Health & Social Care Local Delivery Plan produced jointly with KPCT incorporates both national and local priorities.

- responding to gaps in services highlighted as unmet needs or suggestions by staff, or by users and carers during focus groups, surveys of services or from other comments

# Setting Standards

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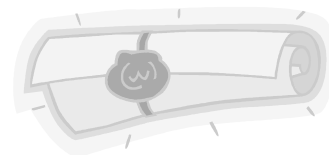


## We will:

- work with our partners in Health and the independent sector, and with users and carers to set standards for service reviews
- update Service Specifications for all services provided or purchased by Community Care Services at least every two years to ensure that there is an equitable approach to the provision of services
- set and publicise standards for assessment of individual need for Community Care Services
- produce information, in accessible formats, telling people about services which are available, and the criteria and way to access services
- consult service users, carers and other agencies on the development of services
- learn from our mistakes and review standards and procedures in the light of complaints or comments about services
- involve service users and carers in setting and reviewing standards
- provide prompt and appropriate feedback to users and carers following surveys, consultations etc
- use Government guidance and models of good practice from other agencies to develop standards
- consider possible risks that may adversely affect maintenance of standards and possible ways of alleviating them
- include at least one quality assurance initiative in the annual aims and objectives for all services
- ensure that the needs of carers are assessed when they provide regular and substantial care to a user
- develop standards and models of care in response to the Adult Mental Health National Service Frameworks, Mental Health and Social Exclusion Report, NICE guidelines and Health Scrutiny Reviews of Mental Health Services or other local reviews/audits

# Equipping People

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## We will:

- keep under review our Workforce Development Framework to ensure that staff have the skills and qualifications necessary for their work, and that there are initiatives to recruit and retain staff to reflect the diverse population of Kingston in our workforce
- ensure that all staff participate in an appropriate induction programme when first appointed to their post
- maintain our commitment to staff development through National Vocational Qualification (NVQ), Certificate in Management Studies (CMS), Learning Disability Awards Framework (LDAF) and Professional and post qualification Training
- provide regular supervision and annual appraisal for all Community Care Services staff, and, as part of the appraisal, develop personal development plans for all staff
- develop an annual training plan in consultation with staff groups, which takes account of new requirements, outcomes of appraisals and workforce planning
- develop and review policies and procedures to assist staff in meeting service objectives and involve and consult staff in the development and review processes
- involve staff in the setting and review of annual Team Aims and Objectives
- involve staff in developing service specifications
- provide seminars and briefings on new initiatives, as they occur
- provide leaflets and information to staff about training and professional development opportunities
- provide feedback to staff on the outcome of quality assurance and performance monitoring initiatives
- ensure that senior managers meet with all staff teams at least once a year and that Principal Managers meet with them, at least quarterly, to enable staff to raise issues about policy and practice and service developments

- produce a quarterly newsletter for staff: 'The Link', to keep staff informed of developments in Community Care Services and to share information
- work to retain the Council's 'Investors in People' accreditation
- recognise achievement by inviting staff to nominate colleagues for Community Care 'Quality, Good Practice and Innovation Awards'
- reward staff for achieving qualifications such as NVQ, Certificate in Management Studies, Practice Teaching Award through Career Grade Schemes and other awards
- provide training and support to users and carers in interviewing staff and development of services and participating in planning and development of services and evaluating tenders
- offer training to independent sector staff



## Knowing how well we are doing

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### **We will adopt the following methods for measuring and evaluating the quality of our services:**

- all Service Strategies and Service Plans (e.g. National Service Frameworks, Carers' Strategic Framework ) will contain outcome measures which can be monitored and evaluated
- obtain feedback from staff, Health personnel and other stakeholders including users, carers and other agencies, on the services we provide through focus groups, comments, forms, and meetings with managers
- ongoing user and carer satisfaction surveys and discussions with users and carers will inform the review and development of services
- case file and assessment and care management monitoring systems will operate across all care management teams
- Principal Managers will undertake monthly inspections of residential/nursing services provided by RBK in accordance with Commission for Social Care Inspection regulations
- we will ensure follow-up of recommendations from the Commission for Social Care Inspection Reports on our residential/nursing homes and domiciliary care services
- Principal Managers will undertake 6 monthly inspections of day services provided by RBK
- supervision and appraisal audits will be undertaken every two years across all services
- we will comply with the Government's Delivery and Improvement Statement, Performance Assessment Framework and Statutory Returns
- we will work to all national targets and local ones such as the Local Public Service Agreement targets
- we will collect quarterly performance indicators and measure compliance with standards set in service specifications and Government targets

- link officers will be attached to independent sector homes to undertake reviews of individuals and monitor the quality of services provided
- we will take feedback from complaints seriously, solving problems as quickly as possible, undertaking thorough investigations, and learning from our mistakes
- we will learn from external audits and inspections of our services and reports on inspections of services in other Local Authorities
- Councillors will be linked to our residential/nursing homes and day centres and will provide reports on their visits, identifying any areas of concern
- service users and residents' meetings will be held regularly in all homes and day centres provided by RBK
- relatives and friends' meetings will be held regularly in our residential/nursing homes and we will encourage meetings in independent homes
- we will seek the views of other agencies on the quality and responsiveness of our services
- service users and staff will participate in the evaluation of tenders for services, e.g. through interviews of contractors, sampling quality of products
- service users and, where relevant, carers will participate in staff selection
- we will monitor budgets on a regular basis to ensure best value for money from the resources available
- we will provide regular performance monitoring to the Partnership Boards for the different service groups

# Reviewing Standards

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**To ensure that services meet current requirements and are responsive to local need we will:**

- review the Service Specifications for all in-house and externally provided services every 2 years or when contracts are due for renewal/retendering, and ensure that there are clear quality measures
- review operational policies and procedures every 3 years
- revise and clarify standards in the light of feedback from evaluation of new services, surveys, file monitoring, audits and inspections
- incorporate models of good practice from elsewhere into RBK standards
- review outcomes of services with other agencies, users and carers

# How will the Quality Framework be implemented?



## **‘Quality is everyone’s responsibility’**

The implementation of the Quality Framework will require a partnership approach between RBK staff, users, carers and other agencies

### **Directorate Strategy and Performance Support Staff**

- will advise the Directorate on meeting the Council’s requirements for Performance Management and support Community Care Services and other Divisions in achieving these requirements
- will advise on information requirements for the Delivery and Improvement Statement and will advise on the completion of this return
- will advise on the production of management information, including performance indicators, and provide information on trends and comparative data for managers and staff
- will provide guidance on the construction of satisfaction surveys and assist with the analysis of responses
- will oversee the rolling programme for review of Operational Procedures
- will produce the Annual Customer Services’ Report including an analysis of complaints and compliments

### **Directorate Finance Staff**

- will provide monthly budget monitoring reports to the Community Care Services’ Divisional Management Team
- will co-ordinate the completion of financial monitoring information for Government returns
- will advise on value for money and cost effectiveness of services
- will assist in comparing costs of services with those of other Local Authorities
- will ensure efficient and effective financial controls are in place

## Senior Managers

The Head of Community Care Services and Divisional Management Team will:

- receive an Annual Performance Report and Quarterly Quality Reports, with more frequent reports on performance which requires close attention
- receive and review monthly budget monitoring reports
- agree annual priorities for quality assurance and an action plan for implementation
- agree annual Divisional Aims and Objectives, and review performance during the year
- agree joint strategies, policies and procedures
- approve the Annual Training/Workforce Development Plan
- ensure that the training and development needs of staff are identified and met
- ensure that Investors in People standards are maintained in the Division
- ensure the implementation of Service Strategies
- ensure that all recommendations regarding improvements in services and standards are actioned by the appropriate teams
- ensure that there is an effective Communications Strategy in place for keeping staff, users and carers informed and involving staff, users and carers in developing and reviewing standards
- involve staff, users and carers in the evaluation of tenders for services and the review of services
- check that proper monitoring processes are in place to ensure high quality care
- consider gaps in service provision and ways of dealing with them
- take into account different needs and inequalities in the community, and address these where possible

## **Community Care Services Quality Assurance and Development Team**

The Community Care Services' Quality Assurance and Development Team will have overall responsibility on behalf of the Divisional Management Team, for assisting the Division to implement the Quality Framework. They will:

- produce quarterly quality reports including performance indicators for the Divisional Management Team
- produce monthly IT (SWIFT) reports showing performance in key areas
- provide support to staff in compliance with SWIFT recording requirements
- co-ordinate an annual review of Assessment and Care Management Procedures, and oversee the three yearly programme for review of all the Community Care Services operational procedures
- set up systems and a rolling programme for auditing how well staff are meeting core requirements of Assessment and Care Management and File Monitoring Procedures across the Division, in collaboration with relevant Health staff in jointly managed services
- participate in User and Carer Surveys, and other reviews of services, providing objective advice and guidance
- develop and review guidance on producing Service Specifications and Team Business Plans and co-ordinate the 2-yearly reviews of these
- develop and over-see implementation of standards for providing information for users and carers and co-ordinate, a user panel advising on production of information in different formats
- produce an Annual Community Care Services' Performance Report
- produce The Link, a quarterly newsletter for all staff informing them of new developments and achievements within the division
- co-ordinate health checks on new guidance that is issued
- co-ordinate supervision and appraisal audits and analyses results to see if any changes are necessary
- advise on developing quality initiatives

- be responsible for ensuring the implementation of the User Empowerment Strategy
- be responsible for the implementation of the Carers' Strategic Framework
- take the lead on equality and diversity issues
- lead on improving access to information and services for all people in the community particularly those from BME communities and other vulnerable groups

## **Workforce Training and Development Team**

The Team are responsible for:

- the implementation of the Workforce Development Framework
- co-ordinating production of the Annual Training/Workforce Development Plan and implementation of the Plan
- liaising with the Quality Assurance and Development Team to identify training and development needs arising from quality audits
- setting and maintaining standards for Practice Teaching
- development and review of NVQ, Management Development, and Professional Training Strategies
- developing a collaborative approach to meeting training needs of staff in jointly managed services, and across Health and Social Services and the independent sector

## **Managers**

Managers will:

- ensure that all staff receive regular supervision and an annual appraisal
- identify training and development needs of staff and complete a personal development plan for them
- co-ordinate annual development and 6 monthly review of Team Aims and Objectives
- provide information for the quarterly Performance Indicator Reports, and ensure follow up, when necessary, in response to SWIFT monthly monitoring reports
- disseminate Divisional information to staff and keep staff informed of developments in Community Care Services
- co-ordinate the 2-yearly review of Service Specifications/Team Business Plans, in consultation with staff, service users and carers
- participate in the development and review of policies and procedures, including file audits and supervision policies
- ensure that staff are familiar with relevant policies and procedures

- participate in the review and evaluation of services
- respond quickly and decisively to any reports of adverse risks or complaints

## **Staff**

Individual members of staff play a key role in the delivery of services for service users and carers and the quality of RBK's services will often be judged by the performance of individual members of staff. Staff will:

- work in accordance with Directorate policies and procedures and, in the case of joint services, with the policies and procedures of Health partners
- work with voluntary and private agencies to provide high quality services for users
- participate in training courses, work-place training, and seminars which will enhance their knowledge and skills
- actively participate in supervision and annual appraisals
- identify their own training needs in respect of the current job role and potential for career development
- identify and minimise risks by dealing with them in a positive and constructive way
- take account of quality and safety when arranging all services for users and carers
- ensure that all information and documents such as Care Plans and Review Forms are in an appropriate format for users and carers
- ensure that they listen to users and carers when doing assessments and then provide them with choices in order to supply the most appropriate services
- ensure clear outcomes are set with users and carers when drawing up Care Plans and doing Reviews
- participate in focus groups and working groups for developing policies and procedures
- contribute to the development of the Team/Service Aims and Objectives
- participate in the review of the Team's Service Specification/Business Plan

- enter data and information on user files and onto SWIFT, the client information system, to ensure accurate user records are available and facilitate the provision of accurate management information
- provide information to users and carers about Community Care Services which are available and other services such as Direct Payments, Advocacy, Carers' Support and information and advice services
- ensure users and carers have fair and prompt access to care
- provide maximum choice to users and carers so service provision is more consumer focused and a positive experience
- advise users and carers of their right to complain and comment
- forward their own comments about services to managers and any comments (complaints and compliments) received from users and carers
- for users and carers with both health and social care needs, ensure that in future the use of the single assessment process and electronic social care records will enable effective and efficient information sharing between health and social care
- enable users and carers to participate fully in assessment and in planning their care by making appropriate use of the Kingston Interpreting Service

## **Councillors**

Councillors have a key role in representing the interests and concerns of their constituents and bringing these to the attention of staff. Councillors will:

- be involved in the development and approval of policy for Community Care Services through the Council's decision-making structures
- be linked on an individual basis to the Council's residential homes and day services, make regular visits and complete reports on the quality of service and any concerns identified

## **Users and Carers**

Service users and carers should fully participate in helping Community Care Services to develop responsive services, which can be accessed on a joint and equitable basis. Users and carers will:

- be consulted on the quality of services through surveys and discussion
- be consulted on the review and development of Service Specifications
- be involved in interviewing staff
- be asked to participate in the review of services
- participate in the user panel set up to assist Social Services to develop information in formats which are readily accessible to users and carers
- be involved as trainers of staff on a range of issues affecting users
- receive training for and participate in the selection of staff
- be consulted on the quality of services which they receive
- participate in development of their Care Plan and review of the Care Plan
- advise on the content of quality surveys
- participate in the evaluation of tenders for services
- receive feedback on their contribution, and actions taken

## **Other Voluntary Sector and Independent Agencies**

Community Care Services are often provided in conjunction with or at the request of other agencies. We will:

- work on joint quality assurance and performance measurement systems for services which are jointly managed with Health
- work with independent organisations providing services under block contracts to undertake joint monitoring and evaluations of services
- provide 'link' placement officers for residential and nursing homes where the borough funds individual placements
- give relevant performance information and service evaluation reports to other agencies
- consult on plans for developing services
- request feedback on the quality of services provided
- involve other agencies in reviews of services and in undertaking user or carer feedback initiatives on our behalf
- obtain Commission for Social Care Inspection reports and liaise with other Local Authorities before funding people in residential and nursing home placements outside the Borough
- provide training opportunities for staff of other agencies

# The Annual Performance Report

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The Community Care Services Division will produce an Annual Performance Report which will include a review of the initiatives taken to implement the strategic framework, report on the achievement of targets, and summarise the outcome of quality assurance surveys and evaluations. The Report will be a public document and will also outline priorities for action in the ensuing year.

## Comments and Queries

If you have any comments or queries on this document, please contact:

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# Glossary

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## **Assessment**

The process of defining the community care needs of individuals and determining eligibility for assistance. It is a participative process, which should involve the person concerned, their carers and other relevant agencies/professionals.

## **Audit Commission**

The Audit Commission appoints auditors to all Local Authorities and NHS bodies in England and Wales and helps to bring about improvements in economy, efficiency and effectiveness through value for money studies and the audit process.

## **Care Management**

The process of assessing an individual's needs and then arranging and monitoring a package of care to meet those needs.

## **Care Manager**

Person responsible for the assessment, commissioning, co-ordination and reviewing of services for an individual who has complex needs.

## **Commission for Social Care Inspection (CSCI)**

The government body responsible for performance, standards and inspections in social service departments.

## **Community Care Services**

The Division responsible for Social Services for adults in the Royal Borough of Kingston.

## **Delivery and Improvement Statement**

A detailed statutory report required twice a year by CSCI. In the spring a report is required of performance activity during the previous year and plans for the coming year. In the autumn a progress report is required of activity during the year against plans and targets.

## **Directorate**

A large department within the council. Community Care Services comes under the Community Services Directorate, and is one of five Divisions within it. The others being Children and Families, Housing, Trading Standards and Environmental Health.

## **Direct Payments**

The Community Care (Direct Payments) Act 1996 enables local authorities, following an assessment, to make a payment to adults, whether user or carer, to buy care that would otherwise need to be provided and/or funded by the local authority. In Kingston, Direct Payments are often described as the Independent Living Scheme.

## **Divisional Management Team**

The Senior Managers of RBK's Community Care Services Division.

## **Empowerment**

A process of enabling users and carers to have a greater say in the planning and delivery of services, so that they can take control of decisions affecting their lives.

## **Health Care Commission**

The body responsible for performance and standards in Health.

## **Independent Sector**

Organisations that are not part of central or local government, such as voluntary organisations and private companies.

## **Investors in People**

A national standard that aims to get the best out of people through the continuous development of employees. Community Care Services Division gained IIP status in 1997 and RBK gained IIP corporate status in 2003.

## **National Service Frameworks**

These set national standards and define service models for a defined service or care group, put in place strategies to support implementation and establish performance milestones against which progress within an agreed time scale will be measured.

## **Partnership Boards**

Multiagency planning groups set up for the different client groups that consists of representatives from social services, health, the voluntary sector, users and carers. The Boards are responsible for overseeing work and the development of services for the client group, and all report to the multi-agency Health and Well Being Board, jointly established by Kingston Primary Care Trust and the Royal Borough of Kingston.

## **Performance Assessment Framework (PAF)**

A Framework by which the Department of Health monitors Local Authorities' performance. Local Authorities are required to provide 6-monthly reports against key indicators.

## **Performance Indicators**

Information collected and reported in order to monitor and compare performance.

## **Principal Manager**

Senior Manager within the Community Care Services Division responsible for a specific field of work and accountable to the Head of Community Care Services.

## **Referrals, Assessments and Packages of Care (RAP)**

An annual return required by the Department of Health identifying numbers of referrals received by Local Authorities, assessments undertaken, and packages of care arranged.

## **Service Specifications**

Documents which specify the criteria for a service, the standards expected and the monitoring arrangements.

## **Star Rating System**

Since 2002 Social Service Departments have been ranked according to their performance against national targets. There are four levels with three stars being at the top and zero stars at the bottom. The star ratings are reviewed each year in the Autumn.

## **SWIFT**

A computer system holding comprehensive information on service users and carers.

## **Team Business Plan (Service Specification)**

This plan should summarise the role of the Team, its main aims and objectives, its targets, standards and goals, and the resources it employs.

