



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
16 JANUARY 2018

PERFORMANCE REPORT 2017/18 – POSITION AT NOVEMBER 2017

JOINT REPORT OF THE CHIEF EXECUTIVE AND
DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is twofold: firstly to highlight the comparative performance position in 2016/17 through national benchmarking, and secondly to present the Committee with an update of the Adults and Communities Department's performance at the end of November 2017.

Policy Framework and Previous Decisions

2. The Adults and Communities Department's performance is reported to the Committee in accordance with the Council's corporate performance management arrangements.

Background

3. The metrics in Appendix A are based on the key performance measures of the Adults and Communities Department for 2017/18. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the Council. The structure of Appendix A is aligned with the Vision and Strategy for Adult Social Care 2016-2020, '*Promoting Independence, Supporting Communities*'. This strategic approach is designed to ensure that people get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and maximise people's independence. This 'layered' model has been developed to ensure the obligations under the Care Act 2014 are met and Appendix B outlines the four central aspects of the Strategy.
4. The Adult Social Care indicators are a combination of national and local measures. At a national level performance is monitored via the Adult Social Care Outcomes Framework (ASCOF). The Communities and Wellbeing service area does not have such a formal structure for performance monitoring at a national level. The measures included in this report have been determined as local indicators.
5. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.
6. A new Strategic Plan for the Council has been developed and was approved by the County Council at its meeting on 6 December. This outlines the Council's long-term vision for the organisation and the people and places of Leicestershire. Alongside

this is an overarching single outcomes framework which sets the strategic context for outcome based commissioning. As such, performance reporting from April 2018 will reflect these outcomes and be structured in line with the framework.

Benchmarking of 2016/17 Performance

7. There were 26 metrics in the 2016/17 ASCOF and performance in Leicestershire was above the national average for 54% of them. Four were in the top quartile, ie amongst the top 25% of authorities, and two were in the bottom quartile. The quartile performance on twelve of the 26 metrics improved from the previous year whilst four reduced.
8. Thirteen indicators were sourced from two surveys of carers and people in receipt of adult social care services. For people in receipt of adult social care services these include their quality of life, overall satisfaction, and ease at which they found information. These had all improved from the previous year when Leicestershire was significantly lower than the national average to last year when performance was statistically similar to the national average. In addition, the proportion of people stating that services help them feel safe is significantly higher than the national average and in the top quartile. The level of satisfaction amongst carers fell by ten percentage points from the previous survey two years ago and was significantly lower than the national average. All other metrics sourced from the carer survey were statistically similar to the national average.
9. Comparative ASCOF performance is commented on in more detail for each of the adult social care metrics reported in the remainder of the report.
10. In addition to the ASCOF and other national performance frameworks, the Department of Health and the Department for Communities and Local Government have developed an additional dashboard. This brings together a range of metrics in relation to the interface between the NHS and Adult Social Care. Analysis has recently been published at a local authority level and of the 150 councils included, Leicestershire is ranked 34th – this is in the top quartile, the second highest county council, and the highest when ranked against similar shire authorities.
11. Quality standards for contracted services such as residential placements and domiciliary care form part of the core agreement and providers are monitored by the Care Quality Commission (CQC) against these standards. In Leicestershire 85% of local providers are rated as good or outstanding which is above the national average whilst 14% require improvement and 1% are assessed as being inadequate.
12. Each year The Chartered Institute of Public Finance and Accountancy release library data over a range of metrics and compares counties that have a similar size and make up. The data reflects 2015-actuals and estimates for 2016-17. The strategic direction that Leicestershire has taken in greater engagement in volunteers is reflected in the county being in the top quartile for the amount of “worked hours” provided by volunteers of 23% compared to a county average of 9.3%
13. Leicestershire is in the bottom quartile for active borrowers per 1,000 population and physical visits for library purposes per 1,000 population. The profiles do not reflect the use of libraries for community purposes, as evidenced by the direction taken by

community managed libraries, where more work is being undertaken to make local libraries community hubs for their local areas.

14. Leicestershire is in the upper quartile for the percentage of libraries that provide public access wifi and the number of electronic workstations per 100,000 population, but in the lower quartile for the number of hours that the IT has been used per 1,000 population. This suggests that work is required to review the balance between available IT and its take-up.

Performance Update: April to November 2017

15. Appendix A includes four key measures to reflect each of the four layers of the Vision and Strategy. Each of these monitors the proportion of new contacts from people requesting support and what the sequels of these requests were. Between April and November 2017 there were 18,250 new adult social care contacts, of which 60% resulted in a preventative response such as universal services or signposting. A further 17% resulted in a response relative to reducing need such as providing equipment or adaptations and 12% resulted in a response relative to delaying need, ie the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. Finally, 11% resulted in a long-term service such as a personal budget.
16. The overall number of visitors to heritage sites between April and November was the same as the equivalent period last year. The Century Theatre, 1620s House and Garden, and Melton Carnegie museum have all seen increased visitors whilst Bosworth Battlefield and Charnwood museum have both seen reductions.
17. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As such, the 2017/18 targets have been agreed with this in mind. Between April and November there were 700,000 visits to Leicestershire libraries and the current full-year forecast is on track to meet the target of one million visits. The number of loans (a little over one million between April and November) is currently forecast to meet the 2017/18 target of 1.4million.
18. An additional two libraries metrics are included to reflect the priorities around children's loans and e-loans. Between April and November there have been 421,000 children's loans which are up on the comparable period last year, due in part to Hinckley library being closed for a short period in the summer of 2016. With regards e-loans, these continue to show a marked increase - 86,000 between April and November compared to 48,000 during the comparable period the year before.
19. At the Overview and Scrutiny Committee meeting on 14 June 2016, it was requested that the number of libraries loans are split between those run by the County Council and those that are community managed. This precise breakdown is not appropriate due to the continually changing number of community managed libraries. However, Appendix A does contain the number of loans from all community libraries, including those which are community managed or due to become community managed. The data also highlights the split for children's loans.
20. The Leicestershire Adult Learning Service's (LALS) performance relates to the proportion of learning aims due to be completed in a period successfully achieved. For the academic year 2016/17, the proportion of 96% met the target and was an

improvement on the previous year. The figure is lower at 81% for 2017/18, although this is often the case as learners that are not fully committed tend to withdraw early in the academic year and this skews initial performance figures.

21. Volunteering programmes are a priority for the department in relation to libraries, museums and heritage services. Between April and November there were 18,000 hours of volunteering, an 8% increase on the same period last year.
22. The nature of accommodation for people with learning disabilities has a strong impact on their safety, overall quality of life, and reducing social exclusion. One of the ASCOF indicators monitors the proportion of service users aged 18-64 with a learning disability who are in settled accommodation and not in a care home. Performance in 2016/17 was 79% and better than the national average. Further improvement has been made between April and November with performance now at 80%.
23. ASCOF 1E measures the proportion of adults with learning disabilities who are receiving long-term services and are in paid employment. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing. Performance last year was 11% and in the top quartile nationally. This high level of performance has also been maintained through the period April to November.
24. Reducing delayed transfers of care from hospital is a national priority and monitored through the Better Care Fund (BCF). The national methodology has changed to use the average number of days people have been delayed per month. Between April and October (data is published nationally two months in arrears) the average number of days per month people have been delayed (and the delay was attributable to adult social care) was 242; the equivalent figure during 2016/17 was slightly higher at 248. Compared with other similar and regional councils Leicestershire remains one of the better performing authorities.
25. During 2016/17, 80% of people who received reablement support had no need for ongoing services following the intervention. This level of performance was better than the national average. Between April and November performance remains similar at 79%.
26. A key measure in the BCF is the ASCOF metric which measures the proportion of people discharged from hospital via reablement services who are still living at home 91 days later. During 2016/17 performance (87%) was better than the national average and just short of the top quartile (88%). Performance between April and November (90%) shows further improvement and is on track to meet the 2017/18 target of 87% target.
27. Avoiding permanent placements in residential or nursing care homes is a good indication of delaying dependency. Research suggests that where possible, people prefer to stay in their own home rather than move into permanent care. For people aged 18-64 performance was in the top quartile during 2016/17. However, there were 24 admissions between April and November giving a full-year forecast of 36 admissions, an increase on last year (29).

28. For people aged 65 or over the number of admissions in 2016/17 was higher than the national average and in the third quartile. Based on the number of admissions between April and November the 2017/18 forecast is for 863 admissions. This is on track to meet the BCF target (879) which is set slightly higher to take account of a growing population.
29. The County Council remains committed that everyone in receipt of long-term, community-based care should be provided with a personal budget, preferably as a direct payment. During 2016/17, the ASCOF measures relating to service users and carers were all above the national average with the proportion of service users in receipt of a cash payment (55%) in the top quartile. Between April and November performance has remained similar although the slight reduction in service user personal budgets is due in part to recording rather than actual practice.
30. There were over 1,000 safeguarding enquiries completed between April and November 2017; 23% more than in the similar period last year. The proportion of these which were substantiated has increased by two percentage points to 46% between April and November.
31. Developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs who may have been abused is a key operational and strategic goal of the Care Act. Of the safeguarding enquiries completed in the first quarter where an outcome was expressed, 95% were fully or partially achieved.

Conclusion

32. This report provides a summary of benchmarked performance in 2016/17 and an update for the period April to November 2017.
33. Just over half the ASCOF metrics were above the national average in 2016/17.
34. Overall performance since April has been good. There are areas of excellent performance, such as accommodation and employment of people with learning disabilities and library issues, particularly children's and e-loans. Conversely there are clear areas recognised as requiring improvement, such as permanent residential admissions, access to service user information and social contact for carers. Details of all metrics will continue to be monitored on a monthly basis through the remainder of the year.

Background papers

Adult Social Care Outcomes Framework 2015/16

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-ascof-2015-to-2016>

Leicestershire's Better Care Fund Plan 2016/17 – Delivering our vision and for health and integration

<http://www.healthandcareleicestershire.co.uk/wp-content/uploads/2016/12/BCF-Plan-Public-summary.pdf>

Leicestershire County Council Strategic Plan 2014-18

<http://politics.leics.gov.uk/documents/s92330/7%20council%20strategic%20and%20transformation%20appx%201%20strategic.pdf>

Leicestershire County Council Vision and Strategy for Adult Social Care 2016-20

http://corpedrmsapp:8087/Intranet%20File%20Plan/Departmental%20Intranets/Adults%20and%20Communities/2012%20-%2013/Departmental%20Administration/ASC%20Policies%20and%20Procedures/ASC_Strategy_2016-2020_P0358_12.pdf

Department of Health NHS Social Care Interface Dashboard
<https://www.gov.uk/government/publications/local-area-performance-metrics-and-ambitions>

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List of Appendices

- Appendix A - Adults and Communities Department Performance Dashboard for 2016/17;
- Appendix B – Adult Social Care Strategic Approach;
- Appendix C – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds.

Relevant Impact Assessments

Equality and Human Rights Implications

35. The Adults and Communities Department supports vulnerable people from all diverse communities in Leicestershire. However, there are no specific equal opportunities implications to note as part of this performance report. Data relating to equalities implications of service changes are assessed as part of Equality and Human Rights Impacts Assessments.

Partnership Working and Associated Issues

36. BCF measures and associated actions are overseen and considered by the Integration Executive and Health and Wellbeing Board.

Adults and Communities Performance 2017/18

April – November 2017

PREVENT NEED

Corporate Strategy	Better Adult Social Care
Joint Health and Wellbeing Strategy	Managing the shift to early intervention and prevention

Corporate Priority: Unified prevention offer and Information and Support

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	% of sequels that 'Prevent Need'	Target Band Width	G	↔	59-63%	60% (10.9k out of 18.3k)	58% (18.9k out of 32.7k)	N/A
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	N/A	70.1%	Due May -18	70%	Bottom
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	N/A	N/A	Next survey due 2018/19	63.5%	Third

Corporate Strategy	Leicestershire's Cultural Environment
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Corporate Priority: A Better Place and Visitor Offer

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	Heritage visits	H	G	↔	Maintain 16/17	115.9k	115.7k (Apr-Nov)	N/A
Local	Hours of Volunteering	H	G	↑	Maintain 16/17	18.0k	16.6k (Apr-Nov)	N/A

Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
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Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	Total council funded library visits	H	G	↑	1.0m	699.0k	696.8k (Apr-Nov 2016)	N/A
Local	Total council funded library issues	H	G	↑	1.41m	1.04m	1.02m (Apr-Nov 2016)	N/A
Local	Council funded children's issues	H	G	↑	551.0k	421.2k	412.6k (Apr-Nov 2016)	N/A
Local	E-loans	H	G	↑	100.2k	85.6k	48.0k (Apr-Nov 2016)	N/A
Local	Total community library issues	N/A	N/A	N/A	N/A	250.5k	278.0k (Apr-Nov 2016)	N/A
Local	Community library children's issues.	N/A	N/A	N/A	N/A	137.1k	143.3k (Apr-Nov 2016)	N/A

Corporate Strategy

Investment in People – Employment and Skills Support

Corporate Priority: Remodelled Library Service

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	LALS Success Rate	H	A	↑	86%	81% (Academic year 17/18)	96% (Academic year 16/17)	N/A

REDUCE NEED

Corporate Strategy

Better Adult Social Care

Joint Health and Wellbeing Strategy

Supporting the ageing population;
Improving services for people with learning disabilities

Corporate Priority: Unified prevention offer and Information and Support

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
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Corporate Priority: Unified prevention offer and Information and Support

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	% of sequels that 'Reduce Need'	Target Band Width	G	↑	13-17%	17% (3.0k out of 18.3k)	21% (6.9k out of 32.7k)	N/A
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	N/A	48%	Due May 18	46%	Second
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	N/A	N/A	Next survey due 2018/19	31.4%	Third

Corporate Priority: Effective Support for People with Learning Disabilities

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
ASCOF 1G	% of people with LD in settled accommodation	H	G	↑	80%	80.0% (1.2k out of 1.5k)	79.4% (1.2k out of 1.5k)	Second
ASCOF 1E	% of people with LD in employment	H	G	↑	11%	11.4% (0.2k out of 1.5k)	11.1% (0.2k out of 1.5k)	Top

DELAY NEED

Corporate Strategy	Integrating Health and Social Care – Better Care Fund
Joint Health and Wellbeing Strategy	Supporting the ageing population

Corporate Priority: Improved Hospital Discharge and Reablement

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	% of sequels that 'Delay Need'	Target Band Width	G	↔	12-16%	12.1% (2.2k out of 18.3k)	12.2% (4.0k out of 32.7k)	N/A

Corporate Priority: Improved Hospital Discharge and Reablement

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	Delayed transfers of care attributable to ASC-only	L	N/A	N/A	TBC	242 Ave days/Mth (Apr-Oct)	248 Ave days/Mth (2016/17)	Second
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	A	↔	80%	78.8% (1.6k out of 2.0k)	80.2% (2.7k out of 3.4k)	Second
ASCOF 2B pt 1 <i>*BCF*</i>	Living at home 91 days after hospital discharge and reablement	H	G	↑	87%	89.9% (507 out of 564)	86.5% (378 out of 437)	Second
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	R	↓	6.1	8.8 (36 admissions) (full year forecast)	7.1 (29 adm's) (full year)	Top
ASCOF 2A pt 2 <i>*BCF*</i>	Permanent admissions to care (aged 65+) per 100,000 pop.	L	G	↔	630.6	619.1 (863 admissions) (full year forecast)	633.5 (864 adm's) (full year)	Third

MEET NEED

Corporate Strategy	Better adult social care
Joint Health and Wellbeing Strategy	Supporting the ageing population

Corporate Priority: Greater Personalisation of Services

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	% of sequels that 'Meet need'	Target Band Width	A	↔	5-9%	11.4% (2.1k out of 18.3k)	9.0% (2.9k out of 32.7k)	N/A




Corporate Priority: Greater Personalisation of Services

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
ASCOF 1C pt 1a	Adults aged 18+ receiving self directed support	H	A	↔	97%	93.3% (4.6k out of 4.9k)	95.5% (4.6k out of 4.8k)	Second
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	↔	45%	52.9% (2.6k out of 4.9k)	55.4% (2.7k out of 4.8k)	Top
ASCOF 1C pt 1b	Carers receiving self directed support	H	G	↔	99%	99.6% (1.4k out of 1.4k)	99.7% (1.6k out of 1.6k)	Second
ASCOF 1C pt 2b	Carers receiving direct payments	H	G	↑	96%	96.9% (1.4k out of 1.4k)	96.7% (1.5k out of 1.6k)	Second

Corporate Priority: Strong Adult Safeguarding

Measure and Description		Aim	RAG	In-Year Progress	Year-end Target	17/18	16/17 and Quartile	
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	G	↔	85%	94.9% (561 out of 591)	94.2% (481 out of 512)	N/A
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	N/A	90%	Due May -18	91%	Top

Key to Columns

Measure	ASCOF	A metric within the national performance framework known as Adult Social Care Outcomes Framework (ASCOF)
	Local	A measure defined and calculated for Leicestershire County Council only
Aim	High	The aim of performance is to be high
	Low	The aim of performance is to be low
In year progress		During the course of the year performance is improving. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is improving.
		During the course of the year performance is neither improving nor declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is similar.
		During the course of the year performance is declining. If month-by-month monitoring is not applicable e.g. due to seasonality, progress on year-to-date compared with last year is declining.

Vision and Strategy for Adult Social Care 2016 – 2020

Prevent need

We will work with our partners to prevent people needing our support. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs - but is available for the whole population – for example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups).

Reduce need

We will identify those people most at risk of needing support in the future and intervene early if possible to help them to stay well and prevent further need for services. For example we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers.

Our work will be targeted at people most likely to develop a need, and try to prevent problems from getting worse so that they do not become dependent on support. This might include: information, advice, minor adaptations to housing which can prevent a fall, support and assistance provided at a distance using information and communication technology via telephone or computer.

Delay need

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability or deterioration for people with ongoing health conditions, complex needs or caring responsibilities. Our work will include interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost effective support.

Meeting need

The need for local authority funded social care support will be determined once we have identified and explored what's available to someone within their family and community. People who need our help and have been assessed as eligible for funding, will be supported through a personal budget. The personal budget may be taken as a payment directly to them or can be managed by the council. Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. However, in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

Explanation of RAG Rating

RED	<p>Close monitoring or significant action required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a significant amount. • Actions in place are not believed to be enough to bring performance fully back on track before the end of the target or reporting period. • The issue requires further attention or action
AMBER	<p>Light touch monitoring required. This would normally be triggered by any combination of the following:</p> <ul style="list-style-type: none"> • Performance is currently not meeting the target or set to miss the target by a narrow margin. • There are a set of actions in place that is expected to result in performance coming closer to meeting the target by the end of the target or reporting period. • May flag associated issues, risks and actions to be addressed to ensure performance progresses.
GREEN	<p>No action required. This would normally be triggered when performance is currently meeting the target or on track to meet the target, no significant issues are being flagged up and actions to progress performance are in place.</p>

The degree to which performance is missing a target is open to debate. A common way of overcoming this is to use a precise percentage threshold between current performance and the target. However, a blanket approach (such as plus or minus 10%) is not appropriate due to the varying ways that metrics are reported. E.g. small numbers, rates per capita, percentages.