



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
6 SEPTEMBER 2021

PERFORMANCE REPORT FOR QUARTER 1 2021/22 (APRIL-JUNE)

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

Purpose of Report

1. The purpose of this report is to present the Committee with an update of the Adults and Communities Department's performance during the first quarter (April to June) of 2021/22.

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 detailed in Appendix A of the report are based on the key performance measures of the Adults and Communities Department for 2021/22. 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 Ambitions and Strategy for Adults and Communities Department 2020-2024, '*Delivering Wellbeing and Opportunity in Leicestershire*'. This strategic approach is based on a set of principles with the person at the centre, ensuring the support they receive can deliver the right outcomes. Appendix B outlines the 'layered' model designed to maximise independence – Prevent, Reduce, Delay and Meet needs.
4. Appendix A is also structured in line with the Council's Strategic Plan 2018-22 – *Working Together for the Benefit of Everyone*. This sets out the Council's overall policy framework, approach, and includes a high-level overview of a number of strategies which provide the detail on how the Authority plans to deliver positive change for Leicestershire.
5. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.
6. The ongoing Covid-19 pandemic has impacted many areas of performance during the past 18 months, and this is reflected in the commentary throughout the report.

Performance Update: April to June 2021

7. Appendix A includes four key measures to reflect each of the four layers of the Ambitions and Strategy. Each of these monitor the proportion of new contacts from people requesting support and what the sequels of these requests were. Between April and June 2021 there were 7,075 new adult social care contacts, of which 57% resulted in a preventative response, such as universal services or signposting. A further 19% resulted in a response relative to reducing need, such as providing equipment or adaptations; 12% resulted in a response relative to delaying need, i.e. the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. Finally, 12% resulted in a long-term service such as a personal budget. These proportions are currently in line with targets agreed at the start of the reporting year.
8. Heritage sites were open sporadically during 2020/21 due to the Covid-19 pandemic and alternative methods of engagement were developed including downloadable family activities and virtual tours. Sites are now fully open again and consequently visitor numbers are considerably higher than last year. From opening in mid-May till the end of June there were 44,800 visits – mostly to the website (7,500 being physical) - compared to 23,300 visits in the comparable period last year all of which will have been website visits. For context, the period April to June of 2019 had 48,000 visits, primarily physical visits.
9. As with Heritage sites, the restrictions on library services during 2020/21 due to Covid-19 meant a considerable reduction in activity such as visits and issues. With libraries now operating as usual the figures for April to June 2021 are considerably higher than the equivalent period of the previous year. Despite the re-opening of libraries, the use of e-loans – which increased significantly during the lockdowns of 2020/21 – has continued to rise with over 222,000 in the first quarter; a 19% increase on the equivalent period of last year.
10. The Leicestershire Adult Learning Service's (LALS) performance relates to the proportion of learning aims due to be completed in a period that were successfully achieved. There is still one month left of the current academic year, and performance is currently above the 86% target despite a greater number of classes being conducted online due to the pandemic.
11. Volunteering programmes continue to be a priority for the Department in relation to libraries, museums, and heritage services, although the necessary response to the Covid-19 pandemic meant very little volunteering in these settings was possible during 2020/21. With these venues opening again during May 2021, volunteering has steadily increased and there were 1,600 hours of volunteering during the last six weeks of the quarter.
12. 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 Adult Social Care Outcomes Framework (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. Leicestershire performance in 2020/21 was 84%, potentially higher than the national average whilst performance in quarter one of 2021/22 was slightly lower at 83% and currently short of the 86% target.

13. 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 in 2020/21 was 10.6%, a marginal reduction from 11% the previous year (when performance was in the top 25% of authorities in England). This slight downward trend has continued into 2021/22 with performance in quarter one being 10.0%.
14. Each year local authorities are required to conduct a survey of people in receipt of social care services. A similar survey of carers is required on a biennial basis, and both were due to be undertaken during 2020/21. However, the impact of the pandemic on both people's lives and priorities for local authorities meant the surveys were postponed last year. The carers survey is now planned to take place in the autumn of this year, closely followed in the winter by the survey of those in receipt of services.
15. Reablement is a short and intensive service to help people who have experienced deterioration in their health and/or have increased support needs to relearn the skills required to keep them safe and independent at home. As reported to the Committee throughout the last 12 months the proportion with no further services following reablement fell during the first half of 2020/21 highlighting the higher and more complex needs of people discharged from hospital having contracted Covid-19. At year-end, performance had improved slightly to 81% and this upward trend has continued into quarter one of 2021/22 with performance now at 85%.
16. The metric ASCOF 2B focuses on the whereabouts of people 91 days following hospital discharge and a subsequent period of reablement. Year-end performance for 2020/21 was 85% having been impacted by the effects of the Covid-19 pandemic. There has been a small improvement during the first quarter of 2021/22 taking performance up to 87% and above target.
17. Avoiding permanent placements in residential or nursing care 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 has been better than the national average during the past four years, mostly in the top 25% of authorities. During quarter one of 2021/22 there were 12 admissions, considerably higher than wished given the full-year target is no more than 17 admissions. The large number in the first quarter may well be down to recording irregularities and is to be investigated.
18. There was a reduction in admissions of people aged 65 or over to 780 during 2020/21, due in part to a reduced number of admissions through the spring and early summer of 2020 as a result of the initial wave of Covid-19. A target for 2021/22 has been set as no more than 780 admissions although the forecast for the year is currently for 798 admissions, slightly higher than the target.
19. The County Council remains committed that everyone in receipt of long-term, community-based support should be provided with a personal budget, preferably as a direct payment. The proportion of service users on a personal budget during the first quarter of 2021/22 was 95%, in line with the previous year although short of the 98% target. At 99.9% virtually all carers were on a personal budget during the first quarter of 2021/22. In terms of direct payments, 41.8% of service users and 99% of carers

were in receipt of one during quarter one. Whilst these levels of performance are potentially higher than the national averages, the proportion of service users on a direct payment is part of a downward trend and a performance clinic to understand why and set out actions for improvement has recently been set up.

20. 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 2014. Of the 190 safeguarding enquiries completed in the first quarter of 2021/22, and where an outcome was expressed, 97% were fully or partially achieved; a higher proportion than the previous year (93%) and above the target for 2021/22, also 93%.
21. Under the Care Act 2014's statutory guidance, councils should review care plans no later than every twelve months, though this is not a legal duty. Undertaking reviews on a regular basis helps identify if outcomes set out in the original support plan are being achieved. In 2020/21, 63% of people who had received a service for at least a year had a review of their support plan within the previous twelve months. This low proportion will have been impacted by review resources being prioritised to support hospital discharges in the early waves of Covid-19. The equivalent figure for the end of quarter one 2021/22 showed an improvement to 69%.

Conclusion

22. This report provides a summary of performance at the end of quarter one of 2020/21 covering the period April to June.
23. Of the 17 metrics where performance was 'RAG-rated' against the agreed 2020/21 targets, 11 (65%) are classed as 'Green' and on track to meet the milestone. This includes the two metrics focussing on reablement and reflects the recovery being made following the initial impact of Covid-19. Key areas not yet on track include employment and accommodation for people with learning disabilities and the number of permanent admissions to residential care.
24. Monitoring and analysis continue on a regular basis and include key metrics relating to the pandemic, along with the more customary performance measures such as those included in ASCOF.

Background papers

- [Adult Social Care Outcomes Framework](#)
- [Delivering Wellbeing and opportunity in Leicestershire – Adults and Communities Department Ambitions and Strategy for 2020-24](#)
[Leicestershire County Council Strategic Plan 2018-22](#)
- [Better Care Fund](#)

Circulation under the Local Issues Alert Procedure

25. None.

Equality and Human Rights Implications

26. 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. However, it is recognised that the quality of data on service user equalities characteristics are variable and are working to improve this.

Partnership Working and Associated Issues

27. Better Care Fund measures and associated actions are overseen and considered by the Integration Executive and Health and Wellbeing Board.

Appendices

- Appendix A - Adults and Communities Department Performance Dashboard for Q1 2021/22
- Appendix B – Adult Social Care Strategic Approach
- Appendix C – Red/Amber/Green (RAG) Rating - Explanation of Thresholds

Officers to Contact

Jon Wilson, Director of Adults and Communities
Adults and Communities Department
Tel: 0116 305 7454
Email: jon.wilson@leics.gov.uk

Matt Williams, Business Partner – Business Intelligence Service
Chief Executive's Department
Tel: 0116 305 7427
Email: matt.williams@leics.gov.uk

Adults and Communities Performance 2021/22 April - June 2021 (Quarter One)

PREVENT NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	% of sequels that 'Prevent Need'	Target Band Width	G	55-60%	57.5%	54.7%
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	68%	Due June 2022	No Survey in 2020/21 due to Covid-19 pandemic
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	62%	Due March 2022	No Survey in 2020/21 due to Covid-19 pandemic

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	Cultural, historical and natural heritage is enjoyed and conserved

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	Heritage visits (inc. website visits)	H	N/A	TBC	44,800	23,300
Local	Hours of Volunteering (Heritage and libraries)	H	N/A	TBC	1,600	200

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	Library visits (inc. website visits)	H	N/A	TBC	86,700	34,900
Local	Total library loans	H	N/A	TBC	410,600	190,900
Local	E-loans	H	N/A	TBC	222,700	187,200
Local	Total community library issues	N/A	N/A	TBC	39,617	935
Local	Community library children's issues.	N/A	N/A	TBC	21,011	285

Leicestershire County Council's Strategic Plan 2018-22	Strong Economy
Supporting Outcome	Leicestershire has a highly skilled and employable workforce

Measure	Description	Aim	RAG	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	LALS Success Rate	H	G	86%	88.1%	86.0%

Note, LALS performance is based on an academic year, hence 2020/21 not quarter one of 2021/22

REDUCE NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	% of sequels that 'Reduce Need'	Target Band Width	G	18-23%	19.2%	20.3%
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	46%	Due June 2022	No Survey in 2020/21 due to Covid-19 pandemic
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	33%	Due March 2022	No Survey in 2020/21 due to Covid-19 pandemic
ASCOF 1E	% of people with LD in employment	H	A	10.5%	10.0%	10.5%

Leicestershire County Council's Strategic Plan 2018-22	Affordable and Quality Homes
Supporting Outcome	There is enough suitable housing to support independence for those with social care needs.

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
ASCOF 1G	% of people with LD in settled accommodation	H	A	86%	83.3%	84.3%

82 DELAY NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	% of sequels that 'Delay Need'	Target Band Width	G	9-14%	11.9%	11.2%
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	G	85%	85.1%	81.1%
ASCOF 2B pt 1	Living at home 91 days after hospital discharge and reablement	H	G	85%	87.2%	84.7%
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	A	<4.1 (17 Adm's)	11.3 (40 Adm's) (Full year forecast)	3.8 (17 admissions)
ASCOF 2A pt 2	Permanent admissions to care (aged 65+) per 100,000 pop.	L	A	<538 (780 Adm's)	552.9 (798 Adm's) (Full year forecast)	528.7 (780 admissions)

83 MEET NEED

Leicestershire County Council's Strategic Plan 2018-22	Wellbeing and Opportunity
Supporting Outcome	People are cared for at home, in their own community, whenever possible, and for as long as possible.

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	% of sequels that 'Meet need'	Target Band Width	G	7-12%	12.3%	13.8%
ASCOF 1C pt 1a	Adults aged 18+ receiving self-directed support	H	A	98%	94.5%	95.1%
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	42%	41.8%	42.0%
ASCOF 1C pt 1b	Carers receiving self-directed support	H	G	99%	99.9%	99.9%
ASCOF 1C pt 2b	Carers receiving direct payments	H	G	98%	98.9%	98.9%

Leicestershire County Council's Strategic Plan 2018-22	Keeping People Safe
Supporting Outcome	People at the most risk or in crisis, are protected and supported to keep them safe

Measure	Description	Aim	RAG	2021/22 Target	2021/22 Performance	2020/21 Performance
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	G	93%	97.3%	93.2%
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	90%	Due June 2022	No Survey in 2020/21 due to Covid-19 pandemic
Local	% of service users who received their annual review	H	A	70%	69.2%	63.0%

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

Delivering Wellbeing and Opportunity in Leicestershire

Adults and Communities Department, Ambitions and Strategy for 2020 – 2024

Prevent need

We will work with our partners to prevent people developing the need for specialist health and social care support. We will achieve this through information and advice to enable people to benefit from services, facilities or resources that are not focused on particular support needs, but which contribute towards wellbeing and are available for the whole population. Examples include libraries, adult learning services, museums, and associated digital services; green spaces, places of worship, community centres, leisure centres, information and advice services. We will promote wellbeing and work together through active citizenship with families and communities (including local voluntary and community groups). We will help people develop confidence to enable them to speak up and share concerns about their safety and wellbeing.

Reduce need

We will identify those people most at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing and prevent further need for services (for example people with a new diagnosis of dementia; newly-bereaved; people at risk of isolation; low-level mental health problems; and services for carers). Targeted interventions aim to prevent further needs developing and ensure that people do not become dependent on health and social care. Services might include information and advice, minor adaptations to housing which improve accessibility or provide greater assistance for those at risk of a fall, or telecare services.

Delay need

This focuses on support for people who have experienced a crisis, or who have a defined illness or disability, for example, after a fall or a stroke, following an accident or onset of illness and on minimising the effect of disability or deterioration for people with ongoing conditions, complex needs or caring responsibilities. It includes 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 personal and community resources and assets have been identified and fully explored. People with social care needs, assessed as being eligible for funding through the local authority, will be supported through provision of a personal budget. The personal budget may be taken as a direct payment or can be managed by the council. Wherever possible the council will work with people to provide a choice of provision which is suitable to meet people's outcomes, however in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice of provision is important in delivering the outcomes that people want, maintaining people's safety, independence and achieving value for money are the priorities.

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.