



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
11 SEPTEMBER 2018

PERFORMANCE REPORT 2018/19 – APRIL-JUNE (QUARTER 1)

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 for the period April to June 2018.

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 2018/19. 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 of the report outlines the four central aspects of the Strategy – Meet, 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 and approach, and includes a high level overview of a number of strategies which provides the detail on how the authority plans to deliver positive change for Leicestershire.
5. 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 therefore been determined as local indicators.
6. Performance against ASCOF measures during 2017/18 will be published nationally in November, and a report comparing Leicestershire County Council performance with

other local authorities will be reported to the Adults and Communities Overview and Scrutiny Committee in January 2019. Within the commentary below there are a number of occasions where an estimate is made of comparative performance at a national level.

7. A new approach has been taken with targets for 2018/19. The majority have been set for three years, ie by 2020/21, based on achieving a performance that would either be in the current top 25% of councils, or above the average of shire authorities. In addition, milestones have been set for the two intervening years and it is against the 2018/19 milestones that current performance has been compared.
8. Progress against the 2018/19 milestones is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.

Performance Update: April to June 2018 (Quarter 1)

9. Appendix A includes four key measures to reflect each of the four layers of the Vision and Strategy for Adult Social Care 2016-2020. Each of these monitors the proportion of new contacts from people requesting support and what the sequels of these requests were. During the period April to June there were 6,500 new contacts, a 3% reduction from the equivalent period last year.
10. The proportion of new contacts during this period resulting in a preventative response such as universal services or signposting was 53%, whilst a further 24% resulted in a response relative to reducing need, such as providing equipment or adaptations. A further 13% resulted in a response relative to delaying need, for example the provision of a reablement service that supports people to relearn the skills required to keep them safe and independent at home. Finally, 10% resulted in a long-term service such as a personal budget.
11. The overall number of visitors to heritage sites during 2017/18 was similar to the previous year, and the first quarter of 2018/19 shows no difference to this pattern. Compared to Quarter 1 last year both the 1620s House and Garden, and Harborough museum had an increase in visitors whilst Charnwood museum and Bosworth Battlefield had reductions.
12. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As in previous years, the 2018/19 milestones were agreed with this in mind. During the first quarter there were 219,000 visits to libraries, 5% lower than the equivalent period last year. Work to adapt libraries to smart libraries will have had an impact on current numbers due to closures for the work to take place. The number of books issued however is 1% higher than the comparable period last year, possibly due to visitors taking more books out in anticipation of the short-term closures.
13. An additional two libraries metrics are included to reflect the priorities around children's loans and e-loans. During Quarter 1, 130,000 children's loans were made, similar to the equivalent period last year. With regard to e-loans, these continue to show a marked increase – 48,000 during the first quarter compared to 30,000 in the similar period last year.

14. The Leicestershire Adult Learning Service (LALS) performance relates to the proportion of learning aims due to be completed in a period which were successfully achieved. For the academic year 2017/18 the current success rate is 98%, higher than the previous year and above the 86% target.
15. Volunteering programmes are a priority for the department in relation to libraries, museums and heritage services. During Quarter 1 there were 5,600 hours of volunteering, 16% lower than the comparable period last year. This reduction relates to volunteering at council run libraries and again will be affected by the adaptations to smart libraries.
16. 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. At the end of Quarter 1 performance was at 12% - similar to the previous year which was in the top quartile nationally.
17. The nature of accommodation for people with learning disabilities has a strong impact on their safety, overall quality of life, and reducing social exclusion. At the end of Quarter 1, 81% of service users aged 18-64 with a learning disability were in settled accommodation and not in a care home. This is potentially above the latest national average, due to be published in the autumn.
18. Reducing delayed transfers of care from hospital is a national priority and is monitored through the Better Care Fund (BCF). During the first quarter of 2018/19 the number of days lost to delayed transfers of care attributable to adult social care was, on average, 62 per month. This is considerably lower than the monthly average of 188 days during 2017/18. During the recent period Leicestershire has remained one of the two best performing councils when compared with fifteen similar shire authorities.
19. Between April to June this year, 83% of people who received reablement support had no need for ongoing services following the intervention. This level of performance is higher than last year and currently above the 2018/19 milestone target of 81%.
20. 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. Performance is monitored through the year on a rolling three-month basis and of the 550 people discharged between January and March 2018 to a reablement service 91% were living at home 91 days later.
21. 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. During 2017/18 there were over 40 admissions of people aged 18-64, which was higher than the previous year although possibly remaining lower than the national average. There were fewer admissions in Quarter 1 of 2018/19 (six) giving a full-year forecast of 16.
22. For people aged 65 or over the number of permanent admissions in 2017/18 (961) was higher than the previous year and potentially in the third quartile nationally. During the first quarter of 2018/19 there were 217 permanent admissions giving a

full-year forecast of 860; this is fewer than last year and within the milestone target (890 admissions).

23. 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. At the end of the first quarter of 2018/19 the proportions of people with a personal budget (95%) and with a direct payment (53%) were both on track to meet the milestone targets. The equivalent performance for carers - 99% with a personal budget and 91% with a direct payment – are calculated cumulatively and for the latter performance is expected to increase through the year.
24. There were 458 safeguarding enquiries completed during the first quarter of 2018/19; an 11% increase on the equivalent period last year, due primarily to the ending of an organisational safeguarding enquiry involving 30 service users.
25. 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 458 safeguarding enquiries completed between April and June 2018 where an outcome was expressed, 94% were fully or partially achieved.

Conclusion

26. This report provides a summary of performance at the end of Quarter 1 of 2018/19 covering the period April to June.
27. Of the 23 metrics where performance was 'RAG-rated' against the 2018/19 milestone (part of a three year target) there were 15, or 65%, that were classed as 'Green' and on track to meet the milestone.
28. However, although early in the year there are a few areas where performance is beginning to fall behind the milestone. The conversion of 14 libraries to smart libraries will continue until December 2018, and will affect the number of visitors and volunteering during this period. Alternatively there are many areas of good performance, not least the significant improvement made in recent months to the number of delayed transfers of care. Details of all metrics will continue to be monitored on a monthly basis through the year.

Background papers

Adult Social Care Outcomes Framework

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-handbook-of-definitions>

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 April to June 2018;
- 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

29. 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

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

Adults and Communities Performance 2018-19

April – June 2018 (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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	% of sequels that 'Prevent Need'	Target Band Width	A	56-61%	53%	TBC	58% (15.2k out of 26.4k)	N/A
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	72%	Due June 2019	74%	69%	Available Nov-18
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	65%	Due February 2019	68%	64% (16/17)	Three

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

Measure and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	Heritage visits	H	A	41.8k Q1 17/18	41.4k Q1 18/19	TBC	152k	N/A
Local	Hours of Volunteering	H	A	6.7k Q1 17/18	5.6k Q1 18/19	TBC	24.3k	N/A

Measure and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	Total council funded library visits	H	A	230k Q1 17/18	219k Q1 18/19	TBC	981k	N/A
Local	Total council funded library issues	H	G	356k Q1 17/18	361k Q1 18/19	TBC	1.5m	N/A
Local	Council funded children's issues	H	A	130.7k Q1 17/18	130.2k Q1 18/19	TBC	593k	N/A
Local	E-loans	H	G	30.3k Q1 17/18	47.8k Q1 18/19	TBC	139k	N/A
Local	Total community library issues	N/A	N/A	80.3k Q1 17/18	83.8k Q1 18/19	For information only		
Local	Community library children's issues.	N/A	N/A	42.3k Q1 17/18	41.4k Q1 18/19	For information only		

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

Measure and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	LALS Success Rate	H	G	86%	98% (Academic year 17/18)	TBC	96% (Academic year 16/17)	N/A

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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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	% of sequels that 'Reduce Need'	Target Band Width	A	17-22%	24%	TBC	19% (4.9k out of 26.4k)	N/A
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	46%	Due June 2019	49%	42%	Available Nov-18
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	33%	Due February 2019	35%	31% (16/17)	Third
ASCOF 1E	% of people with LD in employment	H	G	9%	11.6%	9%	11.2% (0.2k out of 1.5k)	Available Nov-18

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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
ASCOF 1G	% of people with LD in settled accommodation	H	G	81%	80.6%	84%	80.3% (1.2k out of 1.5k)	Available Nov-18

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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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	% of sequels that 'Delay Need'	Target Band Width	G	10-15%	13%	TBC	13% (3.3k out of 26.4k)	N/A
Local	Delayed transfers of care attributable to ASC-only	L	G	207 Ave days per Mth	62 Ave days per Mth	TBC	188 Ave days/Mth	Available Nov-18
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	G	81%	82.6%	84%	80.4% (2.4k out of 3.0k)	Available Nov-18
ASCOF 2B pt 1 <i>*BCF*</i>	Living at home 91 days after hospital discharge and reablement	H	G	87%	91.3%	89%	86.1% (490 out of 569)	Available Nov-18
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	G	<8.1 (33 Adm's)	3.8 (16 Adm's)	<8.1	10.1 (41 adm's)	Available Nov-18
ASCOF 2A pt 2 <i>*BCF*</i>	Permanent admissions to care (aged 65+) per 100,000 pop.	L	G	<624.1 (890 Adm's)	603.3 (860 Adm's)	<553.0	689.4 (961 adm's)	Available Nov-18

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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	% of sequels that 'Meet need'	Target Band Width	G	6-11%	10%	TBC	11% (3.0k out of 26.4k)	N/A
ASCOF 1C pt 1a	Adults aged 18+ receiving self directed support	H	G	95%	94.9%	99%	94.4% (4.5k out of 4.8k)	Available Nov-18
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	40%	52.7%	40%	53.7% (2.6k out of 4.8k)	Available Nov-18
ASCOF 1C pt 1b	Carers receiving self directed support	H	G	98%	98.7%	100%	99.7% (1.5k out of 1.5k)	Available Nov-18
ASCOF 1C pt 2b	Carers receiving direct payments	H	A	95%	91.2%	100%	97.0% (1.4k out of 1.5k)	Available Nov-18

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 and Description		Aim	RAG	2018-19 Milestone	2018-19 Q1 Performance	2020-21 Target	17/18 and Quartile	
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	A	95%	94.1%	TBC	97.9% (742 out of 782)	N/A
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	90%	Due June 2019	90%	88%	Available Nov-18

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

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.