



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 SEPTEMBER 2020

PERFORMANCE REPORT FOR QUARTER 1 2020/21 (APRIL-JUNE)
AND YEAR-END 2019/20

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 2020, and to reflect on performance during 2019/20.

Policy Framework and Previous Decisions

2. The Adults and Communities Department's performance is reported to the Committee in accordance with Leicestershire County 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 2020/21. These are reviewed through the annual business planning process to reflect the key priorities of the Department and the County 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. The Adults and Communities Department's draft Ambitions and Strategy for 2020-24, 'Delivering Wellbeing and Opportunity in Leicestershire', is in its final stages of agreement and will be fully referenced in future performance reporting subject to the Committee's consideration and Cabinet's subsequent approval. The draft Strategy is consistent with the current approach to performance for the Department. This report is on today's agenda.
5. Appendix A is also structured in line with the County Council's Strategic Plan 2018-22 – *Working Together for the Benefit of Everyone*. This sets out the Council's overall policy framework and approach, including a high-level overview of a number

of strategies which provide the detail on how the authority plans to deliver positive change for Leicestershire.

6. 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.
7. The year 2020/21 is the third and final year of a three-year plan for improving ASCOF performance by setting a target for the final year and milestones for the intervening years (2018/19 and 2019/20). The targets for 2020/21 are based on achieving a performance that would either be in the top 25% of councils, or above the average of shire authorities. Targets for heritage, libraries, and adult learning are reviewed annually.
8. Progress against the 2019/20 milestones is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.
9. The Covid-19 pandemic has had an impact across many areas of performance during the first quarter of 2020/21. The impact on the previous year, 2019/20, was minimal as it affected the final few weeks of the year only. In addition, performance against the metrics sourced from the survey in 2019/20 are currently delayed.

Performance Update: April to June 2019 (Quarter 1)

10. 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 monitor the proportion of new contacts from people requesting support and what the sequels of these requests were. During the period April to June 2020 there were over 6,400 new contacts, a 2% increase on the equivalent period last year. During 2019/20 there were 28,150 new requests, a 9% increase on 2018/19.
11. The proportion of new contacts between April and June resulting in a preventative response, such as universal services or signposting was 56%, whilst a further 19% resulted in a response relative to reducing need, such as providing equipment or adaptations. A further 10% 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, 15% resulted in a long-term service such as a personal budget.
12. Heritage sites closed in March in response to the Covid-19 pandemic. As such, the 135,000 visits in 2019/20 were across 11 full months not 12. The sites have remained closed since although other services have been developed and promoted during the period, such as new home learning resources and weekly family activities made available on heritage websites. A virtual medieval festival and rose laying ceremony will take place online over the weekend of the 22-23 August 2020.
13. There has been a national downward trend in the number of visits to libraries, including those in Leicestershire. As in previous years, the 2019/20 milestones were agreed with this in mind, and included the number of visits to libraries, overall issues, children's issues and e-loans. All milestones were met or surpassed during the year.

As expected the restrictions on library services during the first quarter of the current year due to the Covid-19 outbreak has meant a considerable reduction in activity - a small number of visits are to the website and issues are 'over the phone' renewals. The number of e-loans however has increased considerably and totalled 187,000 in just the first three months (there were 414,000 in the whole of 2019/20).

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 2019/20 the success rate was 98%, higher than the previous year (96%) and above the 86% target.
15. Volunteering programmes are a priority for the Department in relation to libraries, museums and heritage services. The necessary response to the Covid-19 outbreak has meant very little volunteering has been possible during the first three months of 2019/20 – the 200 hours will be made up of people volunteering from home, or aspects of work that do not involve public contact. During 2019/20 however, there were over 25,000 hours of volunteering, 11% higher than the previous year (23,100 hours). Away from heritage sites and libraries, the Authority continues to engage with Voluntary Action LeicesterShire (VAL) with over 90 volunteers across the County responding to 1,100 referrals for support. The primary focus of support has been on safe and well checks in relation to the Covid-19 shielding programme. However, other requests from Adult Social Care relate to shopping, medication collection, sitting services, community engagement and befriending.
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 2019/20 the proportion was at 11.2% (163 out of 1,458) and just above the milestone. In the first three months of 2020/21 the proportion increased slightly to 11.4%.
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 2019/20, 83% (1,209 out of 1,458) of service users aged 18-64 with a learning disability were in settled accommodation and not in a care home. This proportion meant that performance met the annual milestone of 82%. In the first quarter of 2020/21 the proportion has increased to 84%, although this is slightly lower than the 86% target.
18. Reducing delayed transfers of care from hospital is a national priority and is monitored through the Better Care Fund (BCF). For the year 2019/20 the average number of delayed days per month that were attributable to adult social care was 163. This is higher than 94 during 2018/19 but lower than 188 during 2017/18. Leicestershire remains the second lowest authority when compared with similar shire councils. National data publications are the source for delayed transfer of care and these were suspended at the start of the Covid-19 outbreak. They are not due to resume until mid-autumn and as such there is currently no data for the position during the first quarter of 2020/21.
19. During 2019/20, 87.5% of people who received reablement support had no need for ongoing services following the intervention. This high proportion met the milestone for the year of 82% and will potentially be in the top national quartile when

performance is published in November. Since the start of April, performance has reduced to 80% as the service has been affected by the Covid-19 pandemic due to a lower number of referrals relating to people with higher needs post hospital discharge.

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 for the year 2019/20 was based on hospital discharges between October and December 2019. Of these, 88% were living at home 91 days later; a figure that met the milestone position for the year. By the end of June, the proportion had fallen slightly to 86%, just below the target. It should be noted that this figure is based on hospital discharges between January and March 2020, prior to the full extent of Covid-19 in Leicestershire.
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 2019/20, there were 23 admissions of people aged 18-64 which met the local milestone and will potentially mean performance remains in the top quartile nationally. Since April there have only been three permanent admissions. A forecast for the full year 2020/21 suggests admissions will be around 11, although it is worth noting that this is based on just the first three months data.
22. For people aged 65 or over the number of permanent admissions in 2019/20 was 880. This is higher than the local milestone of a maximum of 850. During the first quarter of 2020/21 there have only been 160 permanent admissions giving a current full-year forecast of 540. This reduction will be attributable, in part, to the Covid-19 outbreak.
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 March 2019, the proportion of people with a personal budget was 97% which met the 2019/20 milestone. Likewise, the proportion with a direct payment (47%) also met the local milestone for the year. At the end of the first quarter of 2020/21 the proportion with a personal budget had fallen slightly to 96% whilst those with a direct payment remained at 47%.
24. There are also two equivalent metrics to those in the above paragraph for carers. At the end March 2020, 99.8% of carers had a personal budget whilst 98.4% had a direct payment. Performance against both these metrics met the 2019/20 milestone and performance remained similarly high at the end of the first quarter of 2020/21.
25. There were 876 safeguarding enquiries during 2019/20; a 42% reduction from the previous year. This was to be expected due to a new focus of the Safeguarding team i.e. not progressing all cases to an enquiry without first triaging the contact more effectively to ensure thresholds are being met. During the first quarter of 2020/21 there were 201 completed enquiries, 11% fewer than the equivalent period last year.
26. 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 73% of people (or their representatives) who were asked their desired outcome during 2019/20 – and it was

expressed – 92% stated that it was achieved. During the first quarter of 2020/21 the proportion asked had fallen to 52%, of which 96% stated they had been achieved. This reduction in the proportion asked is a concern although it appears to be due to poor recording rather than practice and will be looked at in further detail.

Conclusion

27. This report provides a reflection on performance during 2019/20 and a summary of performance at the end of Quarter 1 of 2020/21 covering the period April to June.
28. During 2019/20 all metrics bar two met the local milestone; that is, 19 out of 21 metrics (90%). The two that fell short were heritage visits and the number of people aged 65 or over placed in permanent residential or nursing care. Comparative data is expected to be published by NHS Digital at the end of the autumn and will be reported to the Committee at its January 2021 meeting.
29. It is a mixed picture in terms of performance during the first quarter of 2020/21. Clearly the need to respond to the Covid-19 outbreak has had a considerable impact and this is already notable in metrics relating to libraries and heritage sites as well as the use of reablement. Despite this, there are several metrics where performance is currently on track to meet the target. Examples include the reduced number of people being placed in permanent care and the use of direct payments. However, it is still relatively early in the performance year, and monitoring will continue for all of the key metrics noted in the report.

Background papers

- Adult Social Care Outcomes Framework
<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-handbook-of-definitions>
- Leicestershire County Council Strategic Plan 2018
<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>
- Leicestershire County Council Vision and Strategy for Adult Social Care 2016-20 -
https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/3/23/ASC_Strategy_2016_2020_0.pdf

Circulation under the Local Issues Alert Procedure

30. None.

Equality and Human Rights Implications

31. 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

32. BCF 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 Quarter One (April to June) 2020/21
- 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 2020-21

April – June 2020 (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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Prevent Need'	Target Band Width	G	56-61%	56.2%	60.9%	Yes (milestone 56-61%)
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	73%	Due June 2021	TBC (Covid-19 Delay)	TBC
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	67%	Due March 2021	There was no carers' survey in 2019/20	N/A

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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	Heritage visits	H	N/A	TBC	Closed due to Covid-19 guidance	135.0k	No (target 146.1k)
Local	Hours of Volunteering (Heritage & Libraries)	H	N/A	TBC	0.2k	25.6k	Yes (target 23.1k)

Measure and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	Library visits (inc. website visits)	H	N/A	TBC	34.9k	1,054k	Yes (target 970.0k)
Local	All library issues	H	N/A	TBC	190.9k	2.0m	Yes (target 1.5m)
Local	Children's issues	H	N/A	TBC	1.4k	746k	Yes (target 575k)
Local	E-loans	H	N/A	TBC	187.2k	414k	Yes (target 160k)
Local	Total community library issues	N/A	For information only		935	334,941	For information only
Local	Community library children's issues.	N/A	For information only		285	185,898	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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Target Met?
Local	LALS Success Rate	H	G	86.0%	98.0%	96%	Yes (target 86%)

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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Reduce Need'	Target Band Width	G	17-22%	18.8%	21.7%	Yes (milestone 17-22%)
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	49%	Due June 2021	TBC (Covid-19 Delay)	TBC
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	36%	Due March 2021	There was no carers' survey in 2019/20	N/A
ASCOF 1E	% of people with LD in employment	H	G	>11%	11.4%	11.2%	Yes (milestone >11%)

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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
ASCOF 1G	% of people with LD in settled accommodation	H	A	86%	83.7%	82.9%	Yes (milestone 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 and Description		Aim	RAG	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Delay Need'	Target Band Width	A	10-15%	9.6%	12.2%	Yes (milestone 10-15%)
Local	Delayed transfers of care attributable to ASC-only	L	N/A	TBC	Not currently available	163 day per month	Yes (milestone 207 days/ mth)
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	A	87%	79.5%	87.5%	Yes (milestone 82.0%)
ASCOF 2B pt 1 *BCF*	Living at home 91 days after hospital discharge and reablement	H	A	88%	85.5%	88.1%	Yes (milestone 88.0%)
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	G	<8.1	1.4 (f'cast 11 admms)	5.5 (23 admissions)	Yes (milestone <8.1)
ASCOF 2A pt 2 *BCF*	Permanent admissions to care (aged 65+) per 100,000 pop.	L	G	<553	387.9 (f'cast 540 admms)	605.7 (880 admissions)	No (milestone <585)

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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	% of sequels that 'Meet need'	Target Band Width	A	6-11%	15.4%	10.1%	Yes (milestone 6-11%)
ASCOF 1C pt 1a	Adults aged 18+ receiving self directed support	H	A	99%	96.2%	97.2%	Yes (milestone 97%)
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	>40%	47.4%	47.5%	Yes (milestone >40%)
ASCOF 1C pt 1b	Carers receiving self directed support	H	G	100%	99.8%	99.8%	Yes (milestone 99.0%)
ASCOF 1C pt 2b	Carers receiving direct payments	H	A	100%	98.1%	98.4%	Yes (milestone 97.0%)

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	2020-21 Target	2020-21 Q1 Performance	2019/20 Performance	2019/20 Milestone Met?
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	N/A	TBC	95.8%	92.4%	N/A
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	90%	Due June 2021	TBC (Covid-19 Delay)	TBC

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.