Agenda Item 14

Leicestershire County Council

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
7 JUNE 2021

PROVISIONAL PERFORMANCE REPORT 2020/21

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 year 2020/21.

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 2020/21. 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. The year 2020/21 was the third and final year of a three-year plan for improving the Adult Social Care Outcomes Framework (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 were 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.

6. Performance figures are classed as provisional at this stage as the source data for the metrics is currently being compiled, with the signed-off version to be published by NHS Digital in the autumn. However, the final performance figures are not expected

to vary greatly from those included in this report and will be presented later in the year alongside national benchmarking.

7. Progress against targets is highlighted using a Red/Amber/Green (RAG) system and Appendix C sets out the description of each category.

8. The ongoing Covid-19 pandemic has impacted many areas of performance during 2020/21, and this is reflected in the commentary throughout the report.

Performance Update: April 2020 to March 2021

9. 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. During 2020/21, there were 25,700 new adult social care contacts, of which 55% resulted in a preventative response, such as universal services or signposting. A further 20% resulted in a response relative to reducing need, such as providing equipment or adaptations; 11% 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, 14% resulted in a long-term service such as a personal budget. This distribution of contact outcomes differs slightly from previous years, in particular the proportion receiving services (up from 10% in 2019/20 to 14% in 2020/21) due to increased demand as a result of the Covid-19 pandemic.

10. Heritage sites were closed in the spring of 2020 during the first national lockdown in response to the pandemic. Although they began to re-open in September, they were again closed in November and have continued to be closed for the remainder of the performance year. The numbers in Appendix A should therefore be considered with this situation in mind. Through winter and early spring museum and heritage sites have continued to engage with service users in a variety of ways including downloadable family activities over Easter and virtual tours of the Collection Resource Centre.

11. As expected, the restrictions on library services since spring 2020 due to Covid-19 has meant a considerable reduction in activity such as visits and issues, and this is reflected in the year-end figures in Appendix A. One of the outcomes of the varying physical access to libraries has been the increase in e-loans. During 2020/21 these totalled 783,000, an 89% increase on the 414,100 e-loans during the previous year.

12. The digital offer from library services was a key aspect of a large-scale survey recently undertaken and funded by Libraries Connected (a national body representing the heads of local authority library services). From the 20,000 library users who were sent an email (due to Covid-19) 3,500 responded. People were asked how often they used the libraries' digital service pre-pandemic with almost six in 10 saying never. Since Covid-19 restrictions have been in place a third of respondents stated they have used such services as electronic books, newspapers, and magazines. Despite this, additional written answers within the survey highlighted the continued importance of the library as a physical space, providing a place of safety and comfort to interact with others. Furthermore, the majority of respondents highlighted the positive impact visiting a library had on feeling happier (84%), improved wellbeing (77%) and feeling connected (52%).

13. 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. The current academic year is still ongoing, and performance is currently in line with the 86% target despite a greater number of classes being conducted remotely (online) due to the pandemic which can impact the success rate.

14. Volunteering programmes are a priority for the department in relation to libraries, museums, and heritage services although the necessary response to the Covid-19 pandemic has meant very little volunteering was possible during 2020/21. With regards the pandemic, the Adult Social Care Covid-19 Volunteer Service was in place from early spring 2020 through to August with over 130 volunteers supporting 1,100 referrals. The primary focus of the service was safe and well checks in relation to hospital discharge and shielding whilst other requests included mental health support, befriending, and medication collection. A broad exercise to reflect on the experience resulted in overwhelmingly positive feedback from service users and wider stakeholders alike. As such, work will continue to look at the strengths, opportunities, and challenges of volunteering with potential for a new, more strategic approach in the future.

15. 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. Leicestershire performance in 2019/20 was 83%, higher than the national and shire council's average (77% and 74% respectively). Final figures for 2020/21 will be compiled for statutory data returns to central government although the current position shows a small improvement to 84%, slightly short of the 86% target.

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. Performance in 2019/20 was 11% and in the top 25% of authorities in England. During the past year, 2020/21, performance dropped marginally to 10.6%, possibly reflecting economic impacts of Covid-19 during the year.

17. 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. 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.

18. Reducing delayed transfers of care from hospital is a national priority and there was a high level of performance in Leicestershire during 2019/20 – those attributable to adult social care were just 0.9 days per 100,000 population, considerably lower than the national average of 3.2. National data publications are the source for delayed transfers of care and were suspended at the outbreak of Covid-19. They have not yet resumed and as such there are no figures for 2020/21.

19. 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 has fallen during the year highlighting the higher and more complex needs of people discharged from hospital having contracted Covid-19. At year-end performance was 81%, lower than 88% in the previous year although slightly higher than the 80% national average of 2019/20.

20. The metric ASCOF 2B is a key measure in the Better Care Fund and focuses on the whereabouts of people 91 days following hospital discharge and a subsequent period of reablement. Year-end performance for 2020/21 is based on hospital discharges between October and December 2020 and following this period 85% remained living at home 91days later. This is slightly down from 88% in the previous year. As with the reablement measure discussed in the previous paragraph, the effects of the Covid-19 pandemic will have impacted these outcomes.

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. For people aged 18-64 performance has been better than the national average during the past four years, more often in the top 25% of authorities. There was further improvement in 2020/21 with the number of permanent admissions (17) a notable reduction from 25 during the previous year.

22. For people aged 65 or over, performance in 2019/20 was better than the national average with admissions falling by 1.8% from the previous year. There has been a further reduction in admissions during 2020/21 – down 13% to 766. This considerable reduction will be 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 the Covid-19 pandemic.

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. The proportion of service users on a personal budget in 2020/21 was 95%, lower than 97% the previous year but higher than the latest national average of 92%. At 99.8% virtually all carers were on a personal budget during 2020/21. In terms of direct payments, 43% of service users and 99% of carers were in receipt of one in 2020/21; performance that should remain higher than the national averages.

24. During 2020/21 there were 5,270 safeguarding alerts received. An alert can include any concern for welfare and will often require a response from the authority, but not necessarily in relation to safeguarding. Once an alert has been investigated into any potential risk of abuse or neglect there maybe need for a more in-depth enquiry under section 42 of the Care Act. During 2020/21 there were 700 completed enquiries, a reduction of 20% compared to the previous year.

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 safeguarding enquiries

completed in 2020/21 where an outcome was expressed, 93% were fully or partially achieved, a similar position to the previous year.

Conclusion

26. As noted in the report, and to be expected, the response to the Covid-19 pandemic has had a considerable impact on performance and activity levels during 2020/21. This has been most notable in metrics relating to libraries and heritage sites although adult social care figures are also affected, in particular the outcomes for people who receive a reablement service.

27. 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.

28. Reporting of performance in 2021/22 is currently being established. This will include a review of existing targets in light of the pandemic and will continue to be presented at the Department's monthly Departmental Management Team meetings.

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

29. None.

Equality and Human Rights Implications

30. 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

31. 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 2020/21
- Appendix B – Adult Social Care Strategic Approach
- Appendix C – Red/ Amber/Green (RAG) Rating - Explanation of Thresholds

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Adults and Communities Performance 2020/21
April 2020 – March 2021 (Quarter Four)

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	% of sequels that 'Prevent Need'	Target Band Width	R	56-61%	54.7%	60.9%
ASCOF 3D pt 1	% of SUs who find it easy to find information	H	N/A	73%	No Survey in 2020/21 due to Covid-19 pandemic	61.5%
ASCOF 3D pt 2	% of carers who find it easy to find information	H	N/A	67%	No Survey in 2020/21 due to Covid-19 pandemic	There was no carers' survey in 2019/20

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	Heritage visits	H	N/A	N/A	6.2k	137k

Measure	Description	Aim	RAG	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	Hours of Volunteering (Heritage and libraries)	H	N/A	N/A	3.1k	25.6k
Local	Library visits (inc. website visits)	H	N/A	N/A	230k	1,065k
Local	All library issues	H	N/A	N/A	1,102k	1,976k
Local	Children's issues	H	N/A	N/A	192k	778k
Local	E-loans	H	N/A	N/A	783k	414k
Local	Total community library issues	N/A	N/A	N/A	58k	335k
Local	Community library children's issues.	N/A	N/A	N/A	27k	186k

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%	86.0%	96%

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	% of sequels that 'Reduce Need'	Target Band Width	G	17-22%	20.3%	16.8%
ASCOF 1I pt 1	% of SUs who had as much social contact as they would like	H	N/A	49%	No Survey in 2020/21 due to Covid-19 pandemic	41.6%
ASCOF 1I pt 2	% of carers who had as much social contact as they would like	H	N/A	36%	No Survey in 2020/21 due to Covid-19 pandemic	There was no carers' survey in 2019/20
ASCOF 1E	% of people with LD in employment	H	R	>11%	10.6%	11.2%

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	2020/21 Target	2020/21 Performance	2019/20 Performance
ASCOF 1G	% of people with LD in settled accommodation	H	A	86%	84.2%	82.9%

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	% of sequels that 'Delay Need'	Target Band Width	G	10-15%	11.2%	12.2%
ASCOF 2C pt 2	Delayed transfers of care attributable to ASC-only	L	N/A	N/A	No data published due to the Covid-19 pandemic	163 days per month
ASCOF 2D	% of people who had no need for ongoing services following reablement	H	R	87%	81.1%	87.5%
ASCOF 2B pt 1 *BCF*	Living at home 91 days after hospital discharge and reablement	H	R	88%	84.9%	88.1%
ASCOF 2A pt 1	Permanent admissions to care (aged 18-64) per 100,000 pop.	L	G	<8.1 (33 Adm's)	4.1 (17 admissions)	5.5 (23 admissions)
ASCOF 2A pt 2 *BCF*	Permanent admissions to care (aged 65+) per 100,000 pop.	L	G	<553 (800 Adm's)	528.7 (766 admissions)	605.7 (880 admissions)

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	% of sequels that 'Meet need'	Target Band Width	R	6-11%	13.8%	10.1%
ASCOF 1C pt 1a	Adults aged 18+ receiving self-directed support	H	R	99%	95.0%	97.2%
ASCOF 1C pt 2a	Adult aged 18+ receiving direct payments	H	G	>40%	43.4%	47.5%
ASCOF 1C pt 1b	Carers receiving self-directed support	H	G	100%	99.8%	99.8%
ASCOF 1C pt 2b	Carers receiving direct payments	H	R	100%	98.5%	98.4%

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	2020/21 Target	2020/21 Performance	2019/20 Performance
Local	Of safeguarding enquiries where an outcome was expressed, the percentage partially or fully achieved	H	N/A	N/A	93.2%	92.4%
ASCOF 4B	% of service users who say that services have made them feel safe	H	N/A	90%	No Survey in 2020/21 due to Covid-19 pandemic	89.7%

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 adaptions 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	Close monitoring or significant action required. This would normally be triggered by any combination of the following: • 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	Light touch monitoring required. This would normally be triggered by any combination of the following: • 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	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.

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.