
Meeting of the Adult Social Care Select Committee – 15th November 2023

Report of the Director of Adult Social Care

Quarterly Performance Report – Quarter 1 (1st April 2023 – 30th June 2023)

Purpose of report

1. To present the Quarter 1 Adult Social Care Select Committee Quarterly Performance report of the financial year 2023/24 covering the period 1st April to 30th June 2023. Aligned to the new 3-year Council Plan.

Recommendations

2. It is recommended that Members;
 - review the contents of the Quarter 1 performance report
 - Raise and refer any identified performance issues to the Service Director.

Background

3. This quarter 1 performance report provides the committee with progress on the objectives and KPI's set out in our Directorate plans as part of the delivery of the new 3-year Council Plan priorities and our Future Council Programme:
 - Dudley the borough of opportunity
 - Dudley the safe and healthy borough
 - Dudley the borough of ambition and enterprise
 - Dudley borough the destination of choice
4. The Future Council programme incorporates everything we do, it sits at the heart of the Council Plan enabling our services. The comprehensive programme ensures the council is 'fit for the future'. The programmes key themes are:
 - People
 - Digital
 - Place

- Process
 - Financially sustainable
5. Directorate plans will show the operational activity to deliver the objectives in the Council Plan alongside our other strategies such as the 'Living with Covid Plan', 'Children's Improvement Plan' and the 'emerging climate change strategy'.

Performance Framework

6. The [performance reporting framework launched early 2022](#), monitors performance and progress against the delivery of the [Council Plan](#) and sets out the councils approach including:
- Golden thread and hierarchy of plans
 - Linking the Borough Vision and Council Plan
 - Performance measures and indicators
 - Performance reporting and governance
 - Annual performance management cycle
7. Dudley's council priorities and plans are under continual review and need to respond to the changing environment and pressures which we face as a local authority. Dudley's performance approach is inherent in everything we do, and our framework is based on the **Plan, Do, Review, Revise model**.
8. The council plan cycle is 3 years with Directorate Service Plans being revised annually against the council plan for that year. Reviewing and revising plans allows us to be responsive to developing priorities as well as ensuring we are delivering against the current plan.

Directorate Service Planning

9. Good service planning is a cornerstone of effective governance and performance management. Services need to plan their strategy and delivery to make sure resources, finances, people, skills and assets are used efficiently.
10. Our directorate service plans provide an overview of each directorate, setting out their resources, service improvement priorities and how they contribute to delivering the outcomes and priorities outlined in the Council Plan.
11. They are a vital part of the 'golden thread' which links the council plan and borough vision objectives through to individual annual reviews.

They are also a key element of our Corporate Performance Management Framework as they identify the key performance indicators and key initiatives/actions which will allow us to assess our progress against the council plan.

12. As previously mentioned, Directorate Plans are reviewed annually, however a suitable approach will be agreed to enable Directorate Plans to be updated during the year following a significant change to a service, performance indicator or action. This has been incorporated recently into the performance framework following an audit during the summer 2023.
13. Directorate service plans are supported by service/team plans. These plans contain details on operational matters and how the overall aims and priorities of the directorate service plan will be delivered.
14. Overall, there are 11 Adult Social Care KPI's that have been identified for Corporate reporting. These are all quarterly measures. When mapping the measures to the council plan priorities, the breakdown is as follows:
 - Dudley the borough of opportunity; **9**
 - Dudley the safe and healthy borough: **2**
15. The performance management team have developed a document which clearly maps out the Corporate KPI's via the directorate service plans clearly showing the alignment to our council plan priorities. Please review the corporate measures 2023-2024 document for further information. (Appendix 1.1)
16. We continually review how we monitor and report on performance. In addition to corporate key performance measures being reported we also report against key initiatives/actions aligned to our council plan priorities and the outcomes Dudley aim to achieve for our residents. The table below provides the number of actions by directorate including the number of KPI's for this financial year.

Directorate/service	Action	KPI – Corporate
Adult Social Care	29	11

Q1 Performance Summary

17. In Quarter 1 of the 11 measures to be reported there are 9 quarterly measures with available data, the data source for 2 measures are

currently unavailable and will be reported from Quarter 2, these are noted within the scorecard.

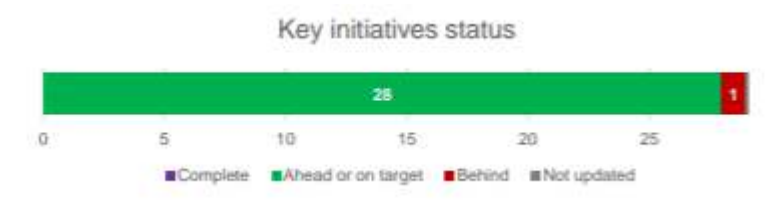
18. The outturns for the collective 11 measures show, 4 are "On or Exceeding Target", 1 within "Tolerance", 2 "Below Target", 2 measures have no targets therefore a score is not available. A detailed account of those measures below target are detailed on page 6 of the report.

Performance short-term and long-term trends

19. The report also compares direction of travel comparing short term trend and annual trend within the respective scorecards. Please note short term trend will be available at Quarter 2.
20. New KPI's for 2023-2024 cannot be compared for annual trend. For those where an annual comparison is possible trends indicate:
 - Improved: 1

Key Initiatives / Actions Monitoring

21. In addition to key performance measures, we are also monitoring delivery on key initiatives / actions aligned to our council plan priorities.
22. Actions are identified in Directorate plans and replicated in Spectrum journals. Teams then provide narrative regarding progress as well as assigning a status of either behind, on target, ahead or completed. The graph below illustrates the progress made on key initiatives/actions recorded for Quarter 1. Please refer to [Spectrum](#) for action narrative aligned to Directorate plans.



Key activities / awards and accreditations

23. The following provides highlights of key activities that have taken place across Adult Social Care during Q1 including any awards or accreditations that have been awarded;
24. Mental health has now implemented the restructure. A Quality Assurance process has now been developed as part of new

governance structures to ensure we meet long-term objectives and deliver required outputs. The mental health triage process and allocation process is having a positive impact on ensuring that people's needs are prioritised and supported appropriately.

25. Telecare underwent a Quality Standards Framework audit. The outcome of which was confirmation that the Service has been found to be compliant with the requirements of the Framework, reflecting the hard work of the team and the provision of the high-quality service.
26. Celebrating the positive work of the Carers Hub and Wellbeing Service, at this year's inaugural WeLoveCarers Carers Awards Ceremony on the 8th of June 2023, Dudley Carers Hub and Wellbeing Service were winners of the **Carers Service Award for Adults**. The event was attended by the Mayor of Dudley and Mayor Consort, Cllr Andrea Goddard and Cllr James Clinton, local dignitaries and unpaid carers to honour their peers and supporting professionals who have gone above and beyond in their roles.
27. There were also awards for the council's commissioned Young Carer Service, run by Crossroads Caring For Carers in the **Carers Service Award for Childrens Services** as well as the **Professional above and beyond Award**, going to a member of the Young Carer Service team, and the **Young Carer Award** going to two of the young carers accessing the service.

Directorate Service Delivery

28. Inclusive to the report, the Directorate Service Summary provides a detailed account of service delivery. Please refer to Appendices for detailed information on service delivery for quarter 1.

Council Plan Refresh

29. Our current Council Plan from 2022-2025 sets out our vision and priorities under four core priorities. The plan is refreshed every three years, mapping out our journey and commitment that the council will constantly strive to improve the way we deliver services to meet the needs of local people and to ensure that we can measure and demonstrate our achievements.
30. The current Council Plan runs to March 2025, work will commence early next year (2024) to refresh the plan and review our strategic priorities. A report will be presented to the board in due course outlining the timeframes, process and any recommendations that the upcoming LGA peer review may suggest.

COVID-19 Situation in Dudley

31. The Corporate Performance Report also provides information on the Covid-19 situation in Dudley. The report provided is the latest data at the time the final Corporate Performance report is circulated to the committee prior to the scrutiny meeting. For a live account on the Covid-19 situation in Dudley please go to <https://www.dudley.gov.uk/coronavirus/> and navigate to Data Dashboard

Finance

32. There are no direct financial implications in receiving this report

Law

33. There are no direct law implications in receiving this report.
34. The report provides the committee with progress on the objectives and KPI's set out in the Directorate plans

Risk Management

35. The current performance reporting period, risk management is contained and reviewed in the performance reporting, however as part of the new risk management framework approved at audit and standards committee, risk reporting will not sit within performance and each directorate will need to develop a risk register for monitoring purposes.

Equality Impact

36. There are no special considerations to be made with regard to equality and diversity in noting and receiving this report.
37. No proposals have been carried out.
38. No proposals have been made, therefore does not impact on children and young people.

Human Resources/Organisational Development

39. There are no specific direct human resource issues in receiving this report. In terms of the Council's sickness level and the management of attendance, the HR and OD team continues to work with Directors and

Heads of Service to assist and provide support in tackling those areas identified as having high levels of sickness.

Commercial/Procurement

40. There is no direct commercial impact arising from the content of this report.

Council Priorities and Projects

41. The Council Plan and the Performance Management Framework enables a consistent approach for performance management across the organisation, aligning the Council Plan, Borough Vision and Future Council Programme and provides that golden thread between them.
42. Our Council Plan is built around 4 key priority areas, and our Future Council Programme. The Council Plan is a 3-year '[Plan on a Page](#)'. Each directorate has a Directorate Plan that aligns to the priority outcomes that the Council is striving to achieve, as outlined within the Council Plan, and includes an assessment of how the service has contributed towards these priorities along with a range of key performance indicators to enable us to keep track of progress.
43. Performance management is key in delivering the longer-term vision of the Council. Quarterly Corporate Performance Reports are reported and reviewed by Strategic Executive Board, Informal Cabinet, the Deputy and Shadow Deputy Leader and all Scrutiny Committees.
44. This will help to enable the council to deliver the objectives and outcomes of the Council Plan and in turn the Borough Vision.



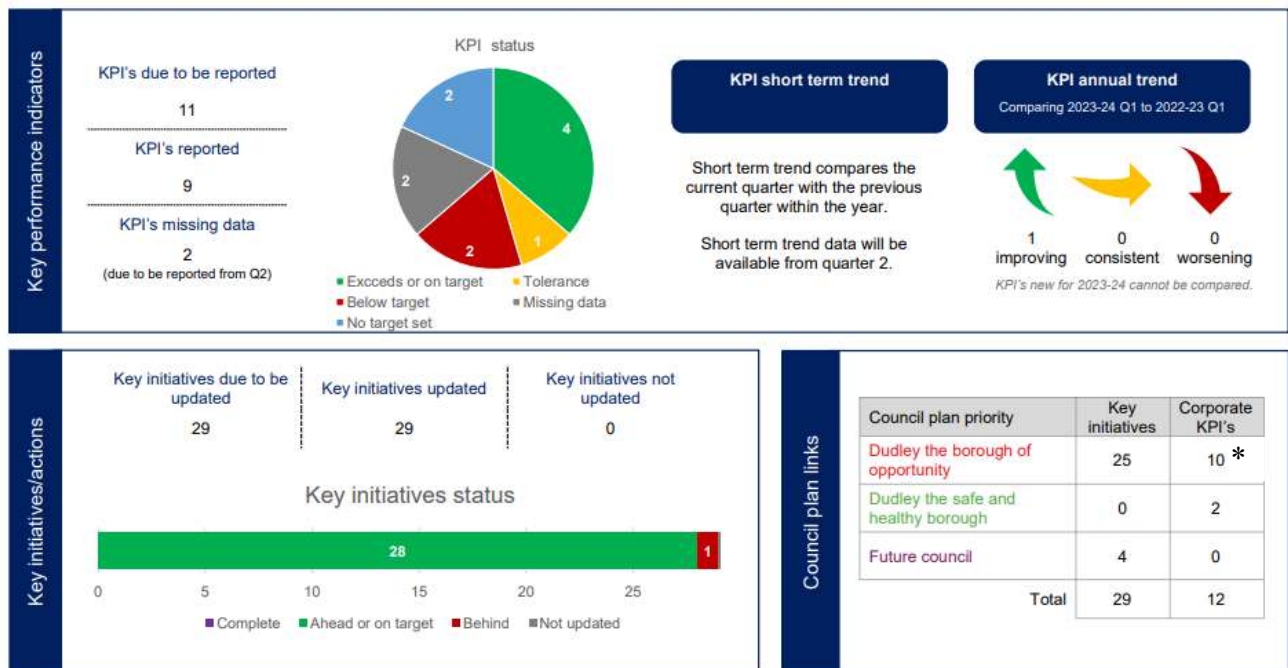
Matt Bowsher
Director of Adult Social Care

Report Author: Leigh Steel
Telephone: 01384 816667
Email: leigh.steel@dudley.gov.uk

Appendices

Appendix 1 - Adult Social Care Quarterly Performance Report
Appendix 2 – Q1 Dashboard Adult Social Care & Service Summary Sheet

Appendix 1 - Adult Social Care Quarterly Performance Report



* 1 Corporate KPI was later removed for Q1 and this should be 9, with the overall total of 11 KPI's.

Appendix 2 – Q1 Dashboard Adult Social Care & Service Summary Sheet

Adult Social Care scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Borough of Opportunity	PI.2617 Number of new Care Act assessments carried out for people aged over 65	New measure			172	142	147	●	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting	9%	23%	25.6%	26.5%	25%	23%	★	Available Q2	↗	Local measure, no external benchmarking available
	PI.2618 Total number of carers assessments completed by Carers Network	New measure			46	60	60	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2620 Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago	New measure			419	522	380	▲	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2621 Number of new people aged over 65 into residential care or nursing care	New measure			80	119	89	▲	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2622 Number of new people aged over 65 receiving a long-term care package (home care) in the community	New measure			219	269	214	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2623 Number of people awaiting an OT assessment (18+)	New measure			819	659	700	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2628 % of Adult Social Care Providers with a CQC rating of Inadequate	New measure			0%	0%	See note*		Available Q2	N/A	1% nationally (inadequate)
	PI.2625 % of Adult Social Care Providers with a CQC rating of Good or Outstanding	New measure			70%	72%	See note*		Available Q2	N/A	53% nationally (good) 3% nationally (outstanding)

* Measures for information only to illustrate Dudley's market position vs region and national (comparator information is published in the Service Summary Sheet)

There is a time lag for the following KPI's due to the nature of their collection and validation. Therefore they will be reported three months in arrears i.e., Quarter 1 data presented in Quarter 2.

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Safe & Healthy	PI.2626 % of S42 individuals with outcomes expressed, fully achieving their outcomes	New measure				Available Q2				N/A	Region 62.4%, England 65.8% (2021/22)
	PI.2627 % of S42 individuals with outcomes expressed, fully and partially achieving their outcomes	New measure				Available Q2				N/A	Region 93.6%, England 94.7% (2021/22)

Short term trend compares current quarter with previous quarter within the same year. Annual trend compares the same quarter between years.

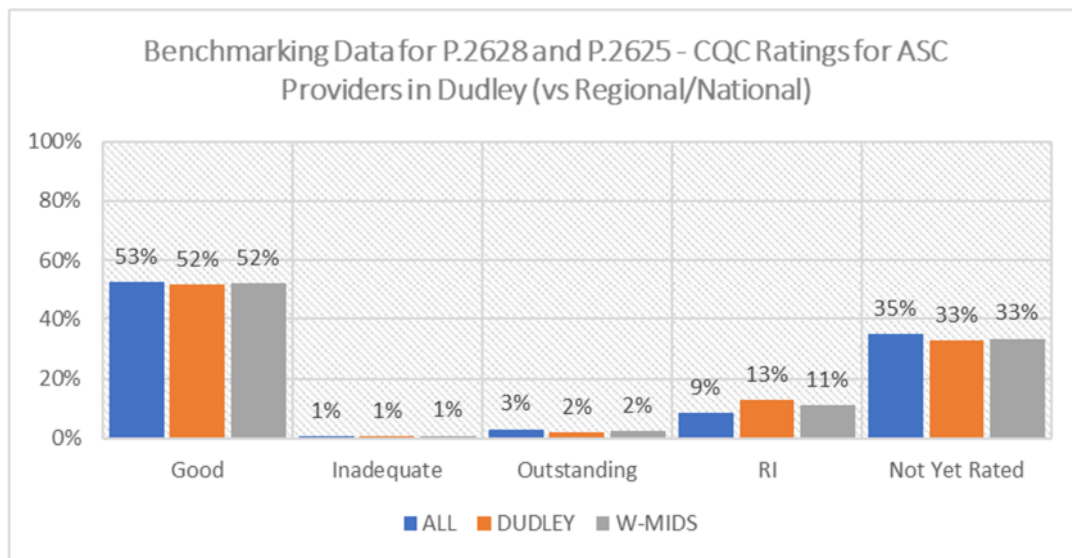
Service Summary Sheet

Directorate	Adult Social Care		
Year	2023/24	Quarter	1

Benchmarking with local authorities/nearest neighbours

Please consider if a [Delivering Better Outcomes proforma](#) should be completed also.

Adult Social Care continues to benchmark against a larger suite of indicators on a regular basis, for example through monthly Directorate scorecards, as well as requirements for regional and national reporting. The comparisons below are those which relate to corporate indicators only. It should be noted that comparator data is based on time periods prior to latest local data available and so does not always reflect recent trends. Benchmarking is refreshed on an annual cycle alongside the release of national statistics.



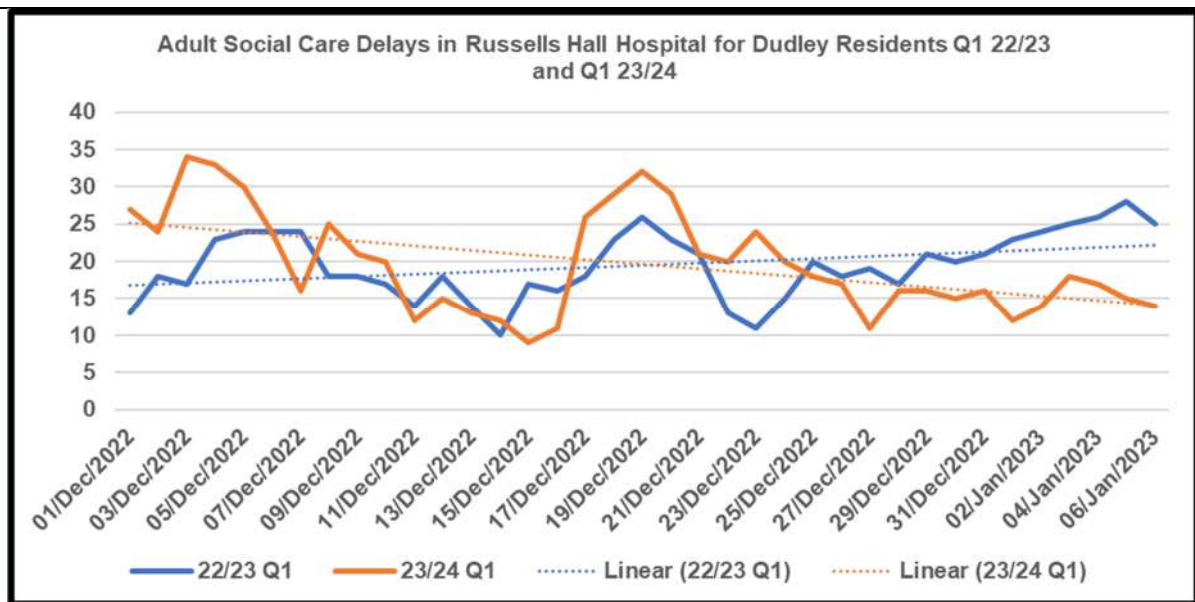
Overview of service delivery

Include any issues / risks

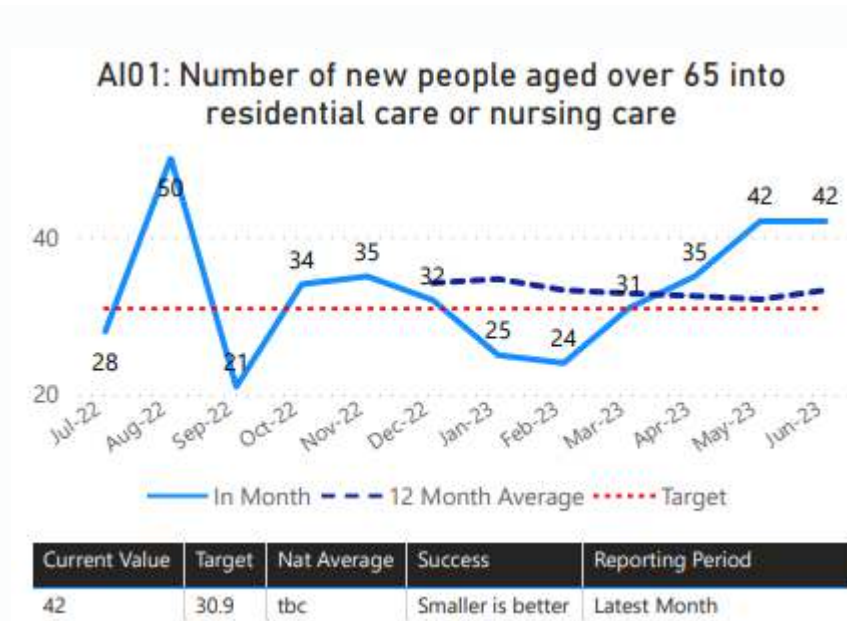
Presented below is a selection of additional key performance metrics overseen by our Adult Social Care Leadership Team (ASCLT) enabling on-going assessment of the quality of care and support provided across services.

Assessment and Independence

AI00: Live Delays



AI00 demonstrates shift in the moving average of delays evidencing our services delivering even more effective transfers from hospital back into the community for Dudley residents, folding into an overall trajectory of cases moderating down over 2022/23. This follows investment agreed between Integrated Care Board (ICB) and Dudley Integrated Health and Care Trust (DIHC) alongside incoming ASC grant monies to further enhance Pathway 1 Reablement (Discharge home with Care) capacity.



AI01: Demand profile for permanent residential care over Q1 has increased in view of acute hospital pressures necessitating short-term placements.

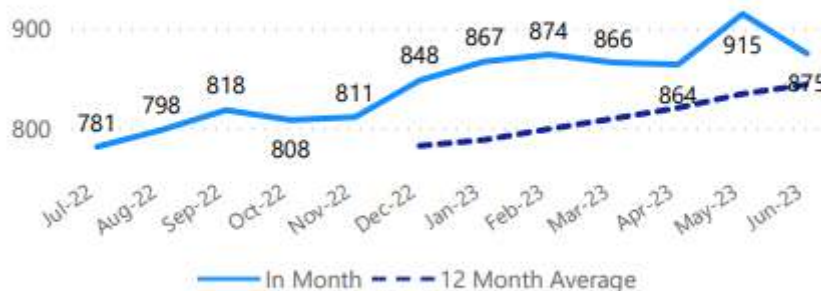
AI02: Number of new people aged over 65 receiving a long term care package (home care) in the community



Current Value	Target	Nat Average	Success	Reporting Period
80	75.5	tbc	Bigger is better	Latest Month

AI02: Q1 Profile shows an increased volume of people receiving a long-term care package compared with Q4.

AI03: Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago



Current Value	Target	Nat Average	Success	Reporting Period
875	tbc	tbc	Smaller is better	Latest Month

A103: Grant monies which supported the increased demand for social care during the pandemic via funding contracts for assessors has ceased whilst demand rates remain at pandemic levels. AI03 illustrates continued impact of demand outstripping resource allocation growing into Q1.

AI05: Number of home care hours being provided for people aged 65 and over



AI05: Volume of home care hours being provided in Q1 represents an increase compared to Q4. This reflects the continuing downward pressure on hospital delays and improved flow of patients from hospital into community care settings demonstrated at AI00.

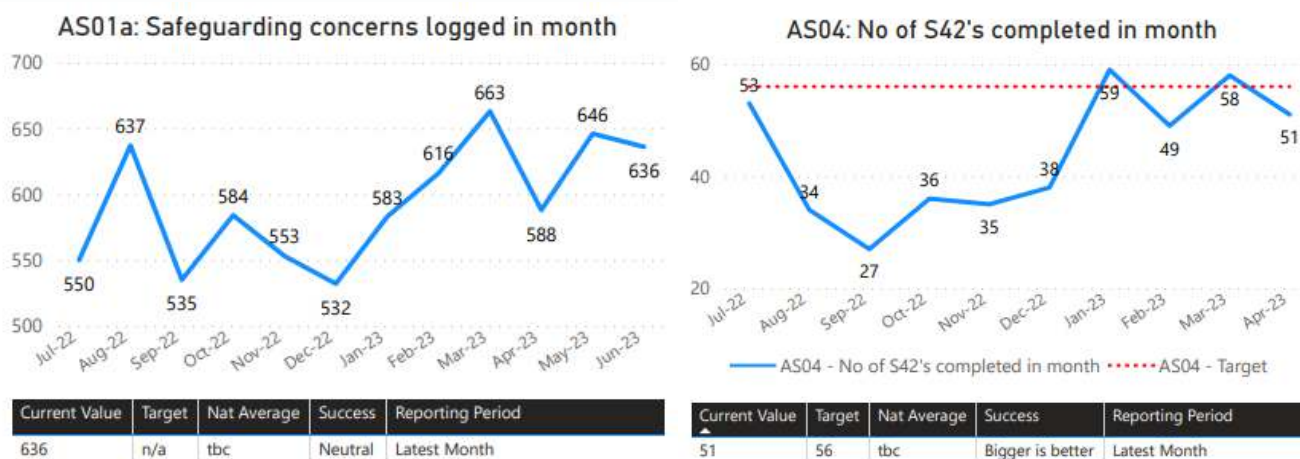
Access and Prevention

AP01a: Number of new contacts over the age of 18

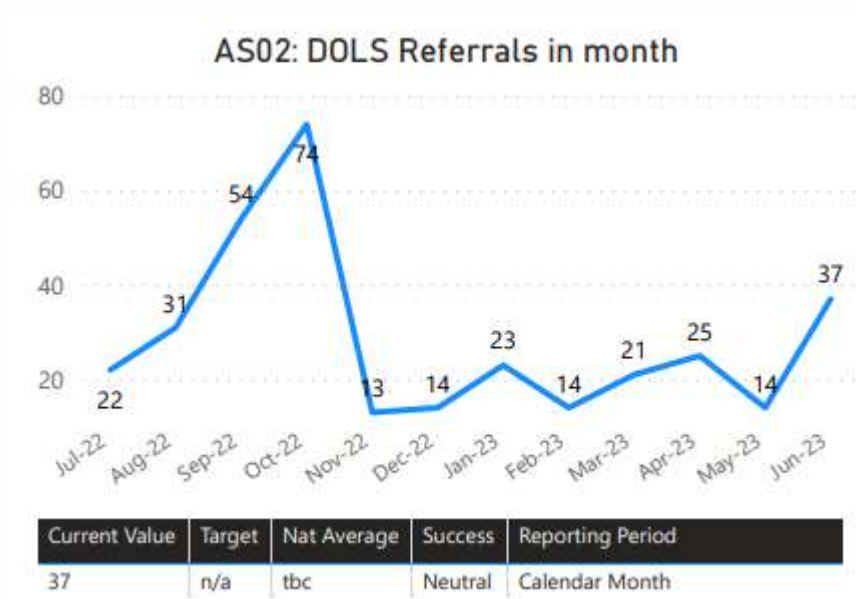


AP01a shows an increase of contacts into services. This is attributable to completion and growing usage of the Citizen Portal and improvements to data-platforms recording both current and 'new contacts' previously discounting when a person is already known to Adult Social Care.

Adult Safeguarding

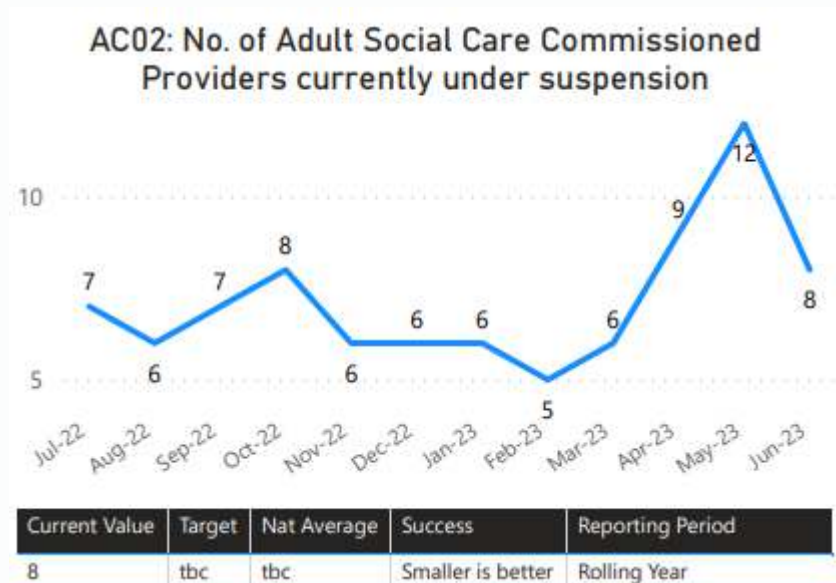


AS01a/AS04: Safeguarding concerns are referred to the Multi-agency Safeguarding Hub (MASH) or via Access to social care teams if the individual has an allocated worker. If Safeguarding concerns meet Care Act 2014 threshold criteria information is gathered to ascertain if this meets the criteria for a Section 42 (Care Act 2014) enquiry. Enquires are then coordinated through ASC or “caused” to be completed through system partners. As safeguarding involves a mix of complex and relatively straightforward cases a variable distribution of cases is to be expected as demonstrated above.



AS02: Deprivation of Liberty Safeguards (DoLS) are referred to the authority from care homes and hospitals. The numbers of referrals received vary as people subject to DoLS may move which increases referral rates or remain where they are or recover mental capacity which would lead to a reduction in referrals. DoLS lasts a maximum of 12 months when it must be renewed which also influences referral rates.

Adult Commissioning

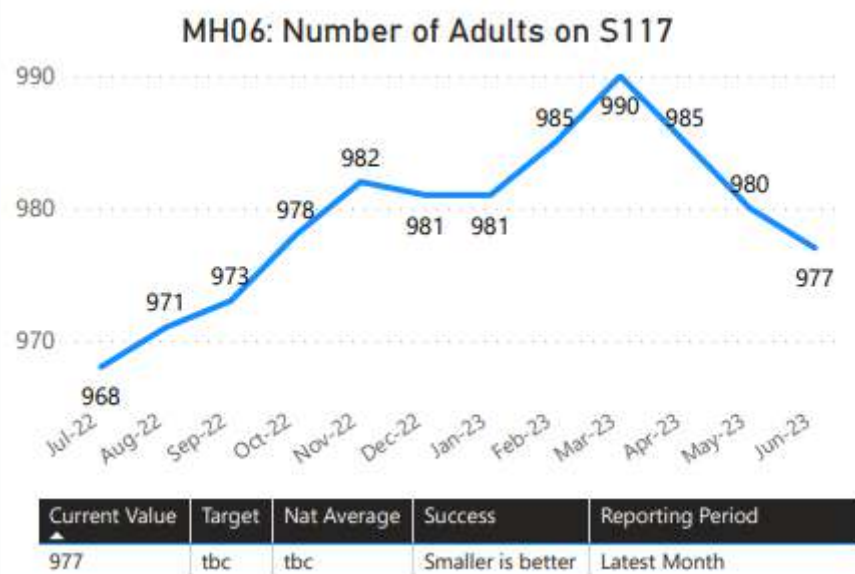


AC02: Commissioning continue to work with providers to address issues – Quality Officers ensure monitoring is based on key risk metrics. Suspended services are prioritised for quality assurance support with the intention to steer providers to deliver safe quality services.

Mental Health



MH02: Data demonstrates low numbers of people with mental health needs moving into residential care- meaning appropriate support has been offered in a community setting.



MH06: Proportion of people with a S.117 has continued to decrease throughout Q1 after a peak at the end of Q4.

Service achievements

Report of any external accreditation, awards, positive publicity, during the past quarter

Assessment and Independence

There has been a moderate downward trend (with a planned and continuous reduction to support winter pressures across the health and social care system) of Delayed Transfer of Care from the hospital over Quarter 4. This reduction and ongoing trajectory follows investment from the Integrated Commissioning Executive (ICE) and the integrated Commissioning Board (ICB) to enhance the Pathway 1 (Discharged Home with Care) reablement, care at home, and health professionals will work together to enable patients to return to preadmission levels of independence and not transferring this to long-term care needs. The integrated discharge reablement team will be up and running in the next quarter. Patients discharged under Pathway 3 (where their Care Act assessment for long-term need is being completed in 24hour care outside the acute) still have some outlying assessments that are over and above, these will be reduced to zero by the end of September. This linked to “home first” and the reablement pathway should mean the demand for residential and nursing placements reduces. Assessment teams continue to priorities people awaiting social care assessments and there has been a continued reduction of people waiting for assessment within the Living Independent Team since January 2023. The LIT triage team have made a positive difference in ensuring that people’s needs are prioritised and supported appropriately.

Access and Prevention

Carers Hub & Wellbeing Service

The Carers Hub and Well-being Service worked with partners (Dudley Community and Voluntary Service, We Love Carers and Just Straight Talk) to deliver a programme of activities and support for unpaid carers during Carers Week 2023 which included: information outreach, an organised carers picnic, and supporting the organisation “We Love Carers” with their Carers Awards evening. The Carers Hub & Wellbeing Service, part of Adult Social Care won the ‘Professional Adult Carer Service Award’ for its work, whilst our commissioned provider Crossroads won awards for: its Young Carer Service, the award for “The Professional That Goes Above and Beyond” and ‘Young Carer of the Year’.

The Carers Hub has also been working with the Equality, Diversity and Inclusion Team to implement the Council’s Carers Policy and Carers Passport to support staff who are carers, the proposed launch date is September 2023.

Telecare Charging Policy

Following a review by Commercial Services, funding for the Telecare Service has changed from the Housing Revenue Account (HRA) to Adult Social Care and the general fund. Housing through the HRA continues to fund the Telecare service in its sheltered schemes, as well as the repairs management centre, out of hours service that the Telecare team provides.

The new Telecare Charging Policy was signed off in February 2023 by the Strategic Executive Board and Full Council. This resulted in an uplift to the monthly charge from £16.30 per calendar month to £21.30 + VAT for all private customers. It was also agreed to introduce the charge to all new Council tenants from the 1 April 2023, and then to implement a charge for existing council tenants, as part of a second phase, from 1st October 2023. A £260,000 additional income target was also reflected in the medium-term financial strategy.

The implementation of the Telecare Charging Policy has resulted in 13 complaints and 73 customers cancelling the service, due to affordability, resulting in a reduced revenue of approximately £19,000 per annum. The new policy also introduced a 25% discount in the monthly charge if individuals were in receipt of the council tax reduction scheme. This has resulted in 208 customers qualifying, resulting in a further loss of revenue of approximately £30,000 per annum.

We have also seen a reduction in new Customers with installations reducing by 7% from February – March, 14% from March – April, and a further 10% in May.

Although installations can fluctuate this needs to be monitored over a longer period to determine the ongoing financial loss.

Commissioning

Since announcing the uplift this year there have been 38 fee disputes registered by providers, 19 of these are working age adults Care homes and a further 11 are Older Adults care homes.

There are 28 different organisations that have stated that they are not able to sustain provision based on the fees that Dudley have provided.

Since the start of this year there has been care home closures 3 home closures that have impacted 12 people and lost 34 bed spaces from the market.

To avoid increased costs especially where there are no alternative placements for clients, contract negotiations have been necessary.

A key negotiation being with Advinia in order to retain 120 bed nursing provision in the borough and mitigate the tripling of existing fees for over 20 older people. The negotiation resulted in approximately £140k additional cost (across 2 homes) but without this negation the additional pressures would have been at least double this.

Care homes for working age adults are requesting between 10-20% increases and stating that without this they will need to serve notice. Reviews are being undertaken but alternative care options are not readily available locally and will in most cases cost more.

Dudley Disability Service

Preparing for Adulthood has recently supported the SEND 12-month review of the APP and presented progress of APP 6 Post 19 provision. We have positive feedback and it was recognised programme that good progress has been made and as a result have been asked to support 2 other authorities to develop their PFA. The impact of the PFA work has started to impact on the service in terms of reducing the last-minute requests for assessments being received and the unknown cases being referred.

We have had a number of significant successes working in partnership with SEND and one resulted in a tribunal application being withdrawn. This has created an increase in provision for PFA but this should reduced costs in the long term as emergency placements will reduce and young people going to out of borough residential placements will reduce both of which have significant long term costs associated with them.

We have identified issues with LAS recording which has been impacting on performance data and these are being resolved which will result in a positive improvement.

We are working with SEND, Connections and the colleges to address issue around falling numbers of people with a learning disability going into employment.

Safeguarding

Working in partnership through Dudley Safeguarding Peoples Partnership (DSPP) Adult Safeguarding are working with the Adults Management Information Team to enhance data generation and intelligence across the system. This will provide data to generate targeted improvements, better outcomes for citizens and provide assurance. This collaborative work is overseen by the Safeguarding Peoples Partnership through the multi-agency Quality Assurance and Performance Sub-group.

Deprivation of Liberty Safeguards (DoLs) are a statutory requirement to provide safeguards for the most vulnerable people in society. The Liberty Protection Safeguards (LPS) which were being introduced to replace DoLs are now no longer proceeding and it has been recognised nationally that the year on year increase in DoLs referrals will continue. This being so Dudley require a new strategy to enhance capacity and provide a sustainable pathway.

Mental Health

Mental health has now implemented the restructure. A Quality Assurance process has now been developed as part of new governance structures to ensure we meet long-term objectives and deliver required outputs. The mental health triage process and allocation process is having a positive impact on ensuring that people's needs are prioritised and supported appropriately.

Woodside day service has now reopened as a time-limited strengths-based, Care Act compliant programme designed to achieve positive outcomes for those with enduring mental ill health.

The AMHP service is a core statutory function of the local authority and is currently undergoing a service reconfiguration to ensure the local authority can seamlessly provide this function 24/7. AMHP has recently been implemented on LAS.

We have identified issues with LAS regarding the new structure and this will be rectified shortly and is being prioritised by successor.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Adult Social Care Quarter 1 April – June 2023

Corporate Complaints	23
Statutory Complaints	7
Compliments	81

Learning from complaints

- 202310207 Policy/ process Overhaul of special order process to stream line and reduce bureaucracy Occupational Therapy
- 202312803 work is required by commissioning in relation to the care market and having providers on the commissioning framework that are able to meet the needs of the local demographics/ citizens with adult social care needs.
- 202314965 Steps have been taken in terms of practice for Officers when approving stair lift recommendations for clients at top of the weight limit
- 202312498 Finance to add a step within their Financial Assessment process to ensure any/all previous FA's in ContrOcc are checked for any savings/capital recorded

Please note: All learning forms are sent to Christine Conway to identify any recognise any training needs that need to be implicated across ASC.

Any additional information relating to performance

In Q1, Adult Social Care undertook a CQC Assurance Inspection Readiness Review involving representatives from the Association for Directors of Adult Social Services (ADASS) with the aim of establishing the level of compliance we have in Dudley against reformed standards published in the ASC White Paper 'People at the Heart of Care' arising from the Health and Social Care Act 2022.

Q1 also marked the first submission of the mandated Client Level Data statistical return for Adult Social Care. This information will also be used to benchmark against other local authorities as the collected data matures over the forthcoming year.