

From: Clair Bell, Cabinet Member for Adult Social Care and Public Health
Penny Southern, Corporate Director of Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 27 November 2019

Subject: **ADULT SOCIAL CARE PERFORMANCE DASHBOARD**

Classification: Unrestricted

Previous Pathway of Paper: Adult Social Care and Health Directorate Management Team – 13 November 2019

Future Pathway of Paper: None

Electoral Division: All

Summary: The performance dashboard provides Members with progress against targets set for key performance and activity indicators for September 2019 for Adult Social Care.

Recommendation: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Adult Social Care Performance Dashboard.

1. Introduction

1.1 Appendix 2 Part 4 of the Kent County Council Constitution states that:

“Cabinet Committees shall review the performance of the functions of the Council that fall within the remit of the Cabinet Committee in relation to its policy objectives, performance targets and the customer experience.”

1.2 To this end, each Cabinet Committee is receiving a performance dashboard.

2. Performance Report

2.1 The main element of the Performance Report can be found at Appendix A, which is the Adult Social Care Performance Dashboard which includes a description of the indicator and the latest available results for the key performance and activity indicators

2.2 The Adult Social Care Performance Dashboard is a subset of the detailed monthly performance report that is used at team, Divisional Management Team (DivMT) and Directorate Management Team (DMT) level. The indicators included are based on key priorities for the Directorate and include operational data that is regularly used within Directorate. The Performance Dashboard will

evolve to support robust decision making within the Adult Social Care and Health Directorate as the new operating models are embedded.

- 2.3 The monthly performance monitoring is based on data that is derived from the client system (SWIFT/ AIS). This will be taken from the new client system Mosaic from 16 October 2019 onwards. This system captures the assessment, needs, services, costs and review data from every service user whom we support.
- 2.4 The operational teams have the responsibility for updating the system and have a wide range of reports available to them to be able to manage their own performance, including supervision with staff.
- 2.5 The latest report contains the most up to date indicators with targets, based on the delivery of statutory responsibilities and the new operating models. This includes ensuring that the interdependencies between services are understood and the targets reflect these. For example, a reduction in residential care may mean an increase in home care.
- 2.6 Cabinet Committees have a role to review the selection of indicators included in dashboards, improving the focus on strategic issues and qualitative outcomes, and this will be a key element for reviewing the Dashboard.
- 2.7 A subset of these indicators is also used within the quarterly performance report, which is submitted to Cabinet.
- 2.8 As an outcome of this report, members may make reports and recommendations to the Leader, Cabinet Members, the Cabinet or officers.
- 2.9 Performance results are assigned an alert on the following basis:
 - Green:** Current target achieved or exceeded
 - Amber:** Performance is below current target but above minimum standard.
 - Red:** Performance is below a pre-defined minimum standard

3. Summary of Performance

- 3.1 There are currently 20 measures within the Adult Social Care Performance Dashboard and where appropriate a RAG (Red, Amber and Green) rating has been applied for 15 of these.
- 3.2 For September 2019, eight performance indicators are rated as Green, five as Amber and two are Red.
- 3.3 The two Red performance Indicators are Delayed Transfers of Care and Deprivation of Liberty Safeguards applications – further narrative on these two indicators is given below.
- 3.4 Delayed Transfers of Care - National targets have been set which are linked to the Better Care Funding (BCF) which require Social Care and Health to work

together to reduce Delayed Transfers of Care (DToC) and deliver better outcomes for people.

- 3.4.1 The Kent target for August was 3,180 delayed days, unfortunately this was not met, and Kent experienced 2,021 more bed days with a total of 5,201 DToC Bed days in August according to nationally reported official figures. This was 13.7 per 100,000 of the population against a challenging target of 8.7 per 100,000 of the population.
- 3.5 Deprivation of Liberty Safeguards Applications - The number of requested Deprivation of Liberty Safeguards (DoLS) applications has increased over the past three months, with August and September above the 12-month average of 485. The apparent recent increase is attributed to a heightened awareness of DoLS among providers, particularly in the run-up to the Liberty Protection Safeguards legislation taking effect from October 2020. The DoLS backlog has been significantly reduced from 2314 to 1603 following a targeted review of all applications received between April 2018 and March 2019 which has allowed for more effective resource planning and prioritisation of applications.
- 3.5 The number of admissions to permanent residential and nursing care was below the target in August 2019 and therefore rated as green. The overall number of people in these placements is slowly decreasing as the council observed a 4.4% decrease in the number of older people in permanent residential home care and 2.8% increase in the number of older people in permanent nursing home care.
- 3.6 In terms of homecare, more people are being supported in their own home with the numbers of people receiving the service and the number of hours increasing. The impact of hospital discharges has resulted in an increase in the number of people with higher packages of home care. Again, this is an area of priority that we are focusing on.

4. Recommendations

- | |
|--|
| 4.1 Recommendation: The Adult Social Care Cabinet Committee is asked to CONSIDER and COMMENT on the Adult Social Care Performance Dashboard. |
|--|

5. Background Documents

None

6. Report Author

Suzie Wenham, Performance Manager
03000 410430
suzie.wenham@kent.gov.uk

Lead Officer

Matt Chatfield

Operational Analytics and Systems Manager

03000 410216

Matt.chatfield@kent.gov.uk

Lead Director

Penny Southern

Corporate Director of Adult Social Care and Health

03000 415505

Penny.southern@kent.gov.uk