

Adult Social Care quarterly performance management report **2021-2022**

Quarter 1 (1st April to 30th June 2021)



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This Quarterly Performance Management Report for Adult Social Care highlights performance for the period 1st April 2021 to 30th June 2021. It provides specific information detailed in the Council Plan 2019-22, relating to performance indicators and key actions. Enabling us to monitor progress towards our vision.

“Dudley Borough – Forging a Future for All”

We have a ‘One Council’ ethos to build an effective and dynamic organisation aligned to our three core priorities to:

- Grow the economy and create jobs
- Create a cleaner and greener place
- Support stronger and safer communities

The main body of the report focuses on the four priorities contained in the Council Action Plan and provides a detailed review of the progress of the key performance indicators within the plan.

The scorecards show performance for the:

- Reporting Quarter
- The score symbol status denotes performance against set targets.
- The trend symbol status compares latest performance against previous reporting frequency.

The score status symbol employed for performance indicators as follows.

- ★ Where performance exceeds the target tolerance
- Where performance is on target and in the upper half tolerance
- ▲ Where performance is below the target tolerance

Short term trend status symbol employed as follows.

- ↗ Performance is improved against previous reporting frequency
- Performance is consistent against previous reporting frequency
- ↘ Performance is worse against previous reporting frequency



Section 2.1: Performance Summary

The Quarter 1 report incorporates both quarterly and annual key performance measures which monitor the progress of delivery of the Council Plan 2019-22, overall, there are 12 measures reported for 2021-22 for Adult Social Care and Public Health and Wellbeing. Below summaries performance against short term targets and trends for both directorates. (Quarter 1 comparing Quarter 4)

Overview: Number of performance indicators due for reporting this quarter: **12**

Performance Indicators status
(see Chart 1)

 **7**
Exceeds target

 **2**
On target upper tolerance

 **2**
Below Target

1 Delayed Data PI 2131

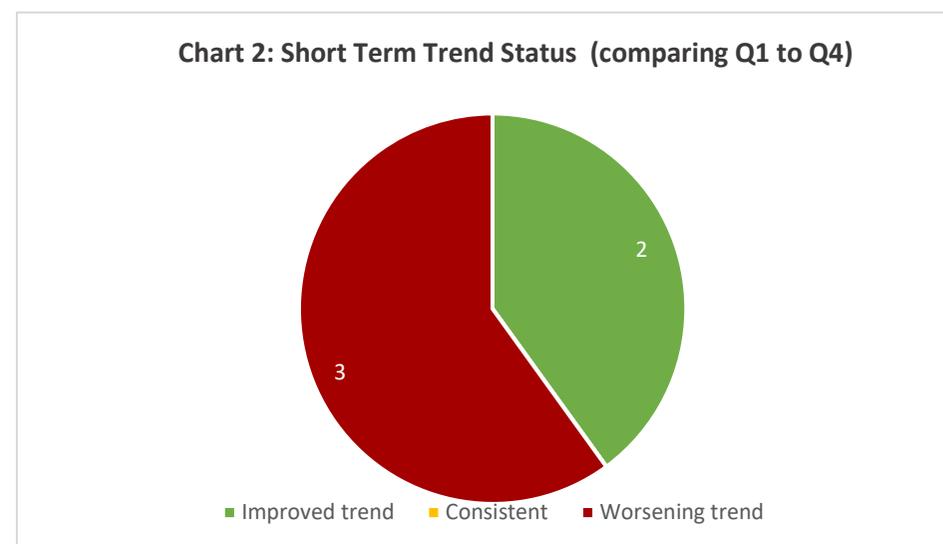
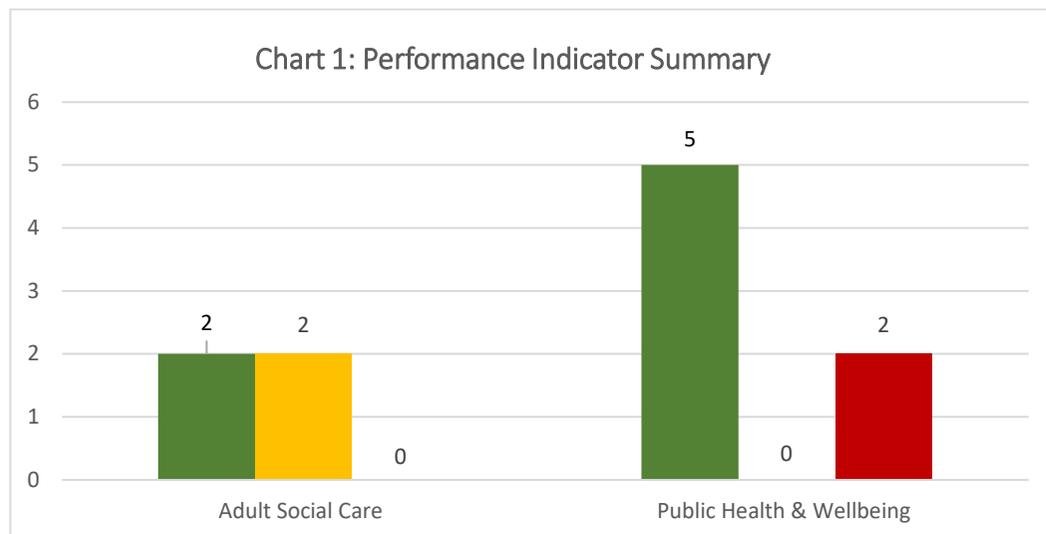
Short Term Trend Status
(see Chart 1)

 **2**
Improved

 **0**
Consistent

 **3**
Worsened

5 measures are new with no comparable data
1 measure target change significantly to reflect Covid
1 Delayed Data



Section 3.1: Balanced Scorecard

The following section provides a detailed scorecard for each key performance measure aligned to the Council Plan priority and directorate service area. Where applicable the percentage and number outturn are shown for this specific reporting quarter.

Summary Status ★ 2 Exceeds Target ● 2 On target upper tolerance ▲ 0 Below target

Performance Indicator	2020-2021 Financial Year				2021-2022 Financial Year				
	Qtr.1 Outturn	Qtr.2 Outturn	Qtr.3 Outturn	Qtr.4 Outturn	Qtr.1 Outturn	Target	Score	Short Tern Trend (Available Q2)	Benchmarking Comparable Data
PI 501 ASCOF2B (P1) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	84.0%	90.0%	94.0%	88.6% (186/210)	97%	83%	★		82% England 19/20
PI.2131 % of Delayed transfers of care as percentage of occupied beds	Delay with Data (latest Feb 2020 at 3.9%)					85			4.9% (Feb 2020)
PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting	11.4%	9.8%	14.6%	13.5% (3310/24565)	10.8%	11	●		Local Measure
PI 2133 % of working age service users (18-64) with a primary support reason of learning disability support, who are living on their own or with their family	65.0%	66.0% (582/882)	40.0%	41% (293/712)	49%	50%	●		77.3% England 19/20
PI.2134 % of the conversion of safeguarding concerns to enquiry	11.0%	3.9% (56/1446)	3.0% (45/1482)	5.6% (87/1552)	7.5%	20%	★		37% England 19/20



Section 3.3: Stronger and Safer Communities – Public Health & Wellbeing

Summary Status

★ 5
Exceeds Target

● 0
On target upper tolerance

▲ 2
Below target

Performance Indicator	2020-2021 Financial Year				2021-2022 Financial Year				
	Qtr.1 Outturn	Qtr.2 Outturn	Qtr.3 Outturn	Qtr.4 Outturn	Qtr.1 Outturn	Target	Score	Short Tern Trend (Available Q2)	Benchmarking Comparable Data
PI 2074 Proportion of premises in the borough that are broadly compliant with food hygiene law (star rating of 3 or more).	86.7%	86.6%	84.0%	85%	81.06%	90%	▲		
includes unrated new businesses which were registered last year and which we were advised by the FSA were not a priority for inspection. These unrated businesses are now being prioritised for inspection.									
PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality action plan.	New Measure				100%	75%	★		
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	New Measure				£123,6100	£125,000	★		
PI 1798 To reduce the absolute percentage gap in NHS Health checks coverage	0.0%	6% (267)	22.0%	39.5%	1%	1%	★		
NHS Health Checks were largely suspended during the pandemic. Therefore the trajectory for this indicator may be variable until more practices can participate again. Timing of this will be subject to demands of managing COVID-19.									
PI 2258 Increase the uptake of Covid vaccinations in all hard to reach communities.	New Measure				80%	72%	★		
PI 2259 % of Local Covid cases that are followed up within 24 hours	New Measure				97%	90%	★		
PI 2260 % reduction in smoking during pregnancy	New Measure				8.9%	11%	▲		
Data based on all maternities per CCG. Awaiting upgrade to system to report of maternity Dudley residents									



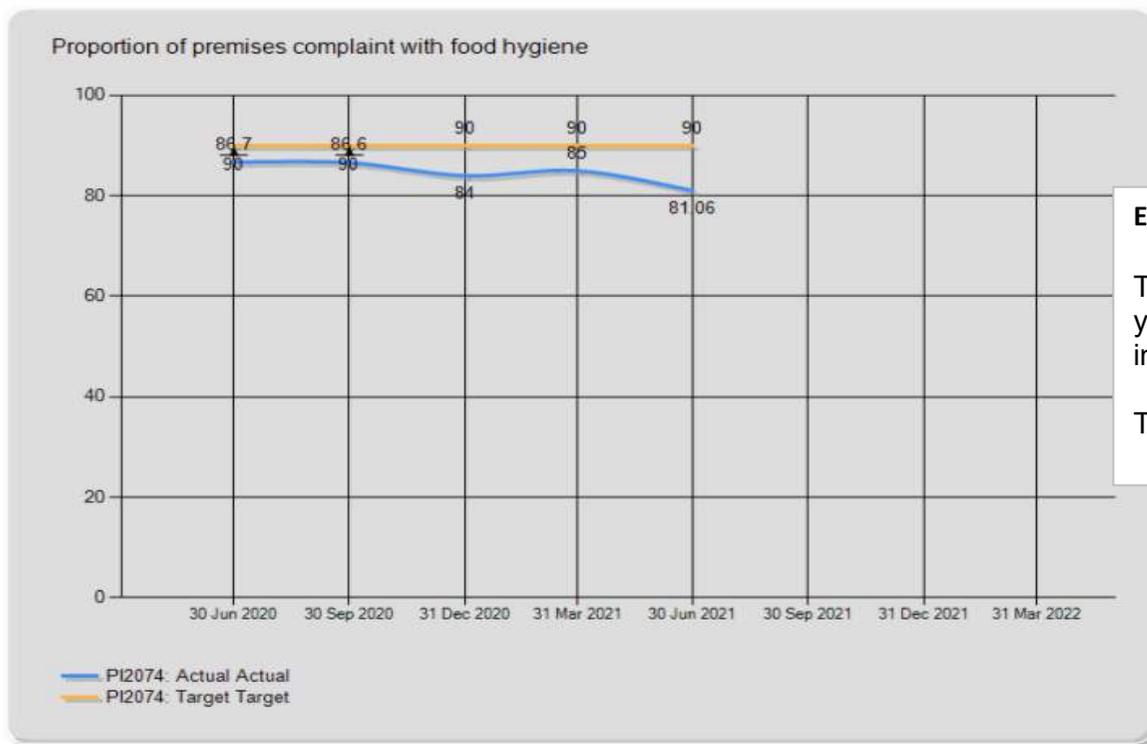
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Section 3.3: Stronger and Safer Communities – Public Health & Wellbeing

The Information below provides historical trend data against the performance indicators below target aligned to the council priority 'Stronger and Safer Communities'.

PI 2074 Proportion of premises in the borough that are broadly complaint with food hygiene law (star rating of 3 or more).



Exception Report:

This figure includes unrated new businesses which were registered last year and which we were advised by the FSA were not a priority for inspection.

These unrated businesses are now being prioritised for inspection.



Section 4.1 Directorate Service Summaries

Directorate: Adult Social Care

Date: Quarter 4 performance reporting

Benchmarking (with local authorities/nearest neighbours)

- *Benchmarking during the Covid '19 period is complex due to limited data availability. The major point of comparison is the Care Act Easements.*
- *Dudley MBC did not enact any of the Care Act Easements during the pandemic and maintained a full statutory service.*
- *Dudley MBC's Adult Social Care Team has been short-listed nationally by Laing and Buisson for "Excellence in responding to Covid '19" as is the only Local Authority to have been short-listed in this category nationally.*

Performance Evaluation

Corporate Performance Measures (KPI's)

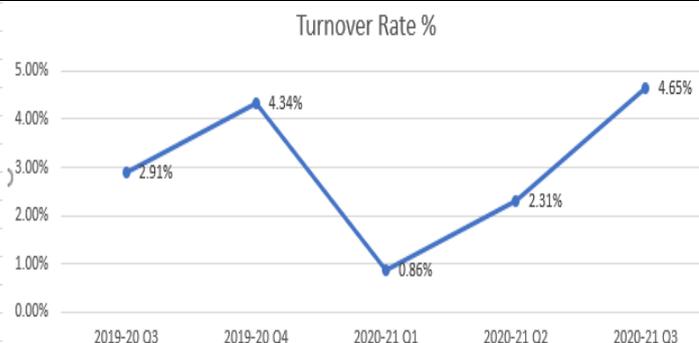
PI No.	Description	Quarter outturn		Score
		Actual	Target	
PI 501	ASCOF2B (P1) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	88.6% (186/210)	83.0%	★
PI.2131	% of Delayed transfers of care as percentage of occupied beds	Delayed	3.7%	
PI.2132	% of contacts to adult social care with an outcome of information and advice/signposting	13.5% (3310/24565)	11.0%	★
PI 2133	% of working age service users (18-64) with a primary support reason of learning disability support, who are living on their own or with their family	41% (293/712)	60.0%	▲

Overview of Service Delivery (include any issues / risks)

- Significant MTFs contributions have been identified for 21/22 onwards of c. £4m
- Adult Social Care is forecasting a year end underspend once non-recurrent Covid '19 funding streams are removed from the out-turn.

Workforce Metrics

Directorate Headcount (Excl.Casual Staff)	Total	FTE
Headcount & FTE as at 31/12/2020	351	301.56
Gender	Headcount	%
Female	192	56%
Male	148	44%
Disability	Headcount	%
Disabled	25	7.35%
Not Disabled	167	49.12%
Undisclosed	148	43.53%
Ethnicity	Headcount	%
BME	39	11.47%
Undisclosed	8	2.35%
White	293	86.18%
Turn over	% Rate	
2020-21 Q3	4.65%	



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Service Achievements (report of any external accreditation, nomination for awards, positive publicity, during the past quarter)

Access and Prevention

- The Pleased to Meet You Service has continued to operate and met demand effectively.
- Despite a temporary service transition to Tunstall the Telecare service has operated effectively and provides support to around 9,000 Dudley citizens.
- Dudley Council's Project Rita (Reminiscent Interactive Therapy Assistant) made it to the last three from hundreds of submissions across the country, and comes hot on the heels of last year when it was nominated for Best Service Delivery Model and Digital Impact at the LGC Awards. Winner will be announced in September.

Dudley Disability Service

DDS has a result of staff resilience has continued to deliver its statutory duty across service areas for both children and adults.

DDS has continued to support the TCP agenda and programme, enabling people to avoid hospital admissions which has subsequently increased financial pressures within the service. There continues to be good progress in supporting people in the community at point of crisis leading to a reduction in the number of admissions locally. Collectively the Black Country TCP is in a good place nationally.

DDS Unicorn staff have adapted to new roles in supporting both Urgent Care colleagues and the most complex of disabled people within the community. This has led to significant numbers of the staff group learning new IT skills and coming to terms with their own anxieties about working in the home environment of their clients, in a positive manner.

DDS has continued to see a decrease in complaints and a parallel increase in compliments, which is a reflection on how staff are embedding a new culture.

Assessment & Independence

- Transforming Care discharge protocol is operational and there are currently a low number of discharges outstanding.

Adult Safeguarding & Mental Health

- The Annual Safeguarding Assurance Exercise has taken place with positive feedback and the Annual Adult Safeguarding Report circulated to SEB and the Adult Social Care Scrutiny Committee.

Integrated Commissioning Performance & Partnerships

- New Extra Care scheme has a working group across a number of officers in the Council. A risk management process is in place and ongoing work to ensure that the scheme is in the Council's best interest.
- Work has started on developing a range of pilots in home care / care homes.



- Feedback from clients has been extensive during Covid-19. All feedback has been used to inform the current commissioning activity: - - Home care programme - Care homes programme - Voluntary Sector programme - LD framework - Step up / Step down model.

Opportunities for Improvement (*information relating to service complaints / compliments and learning from these.*)

Any additional information relevant to Corporate Scrutiny



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Directorate: Public Health and Wellbeing Division

Date: August 2021

Benchmarking (with local authorities/nearest neighbours)

Dudley Public Health Department works with neighbouring local authorities and close neighbours to ensure a regional response to COVID 19 and good practice is shared.

Performance Evaluation

Corporate Performance Measures (KPI's)

KPI Measure	Quarter 1 Outturns		Score
	Actual	Target	
PI 2074 Proportion of premises in the borough that are broadly compliant with food hygiene law (star rating of 3 or more).	81.06%	90%	
PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality action plan.	100%	75%	
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£123,6100	£125,000	
PI 1798 To reduce the absolute percentage gap in NHS Health checks coverage	1%	1%	
PI 2258 Increase the uptake of Covid vaccinations in all hard to reach communities.	80%	72%	
PI 2259 % of Local Covid cases that are followed up within 24 hours	97%	90%	
PI 2260 % reduction in smoking during pregnancy	8.9%	11%	

Overview of Response to Covid-19 outbreak

During this period the Public Health and Wellbeing have continued to be focused on delivering a robust response to the Covid 19 pandemic.

We have led on the development of the Dudley Local Outbreak Management Plan (LOMP) with key partners to provide the system-wide response needed to manage COVID-19 and to continue to mitigate the impact on the health and social care system, communities and local economy as well as preparing Dudley for the next phase of the journey to recovery, including living with Covid-19. It has been continually reviewed to ensure it remains fit for purpose as the pandemic landscape changes. A further revision of the plan will be made following the national review in September 2021.

With the implementation of Step 4 of the Government Roadmap, we adapted our communication and support to businesses and communities in understanding the changes and providing the continued support to contain the virus. Of note is work undertaken in our communities with businesses and schools in promoting regular asymptomatic testing, vaccination uptake and in providing safe workplaces. Teams of staff have been out into communities and undertaking visits to businesses of which was exceptionally well received and has resulted in an uptake in testing and improved compliance.

We provided extensive support to schools in dealing with challenging situations or outbreaks and the need to set up onsite testing. Some of this work has been identified as best practice and has been subject to cabinet office visit.



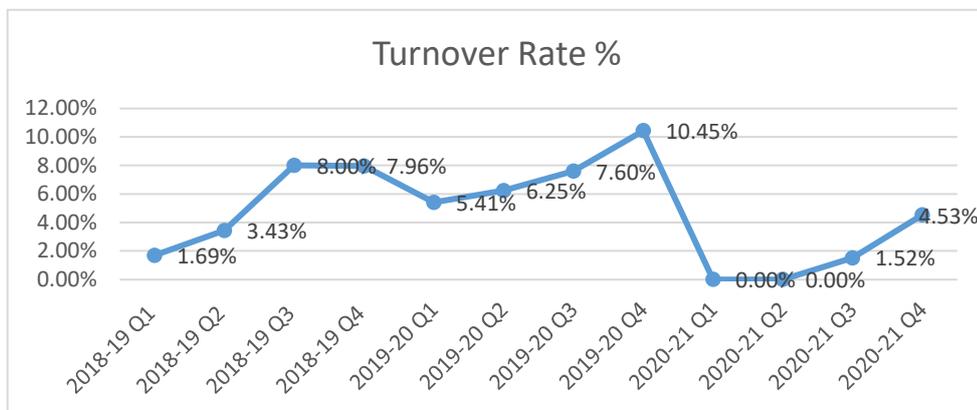
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We have responded to the revised Contain Framework, published on August 5th which provides a guide for local decision makers for the next stage of the pandemic and how national, regional and local partners should continue to work closely together.

Workforce Metrics

Division	Total Headcount	FTE
Health & Wellbeing	139	112.25
Gender	Headcount	%
Female	98	76%
Male	31	24%
Disability	Headcount	%
Disabled	9	7.0%
Not Disabled	86	66.7%
Undisclosed	34	26.4%
Ethnicity	Headcount	%
Ethnic Minority Group	16	12.4%
Undisclosed	8	6.2%
White	105	81.4%
Turn over	% Rate	
2020-21 Q4	4.53%	



Service Achievements *(report of any external accreditation, nomination for awards, positive publicity, during the past quarter)*

We have continued to support elected members in providing essential role as local community leaders, facilitating systems relationships, community engagement and scrutiny of decisions on behalf of our residents. This has included the ongoing provision of member briefings and implement changes to strengthen the Member Engagement Board.

Public Health and Wellbeing have played a key role in design and delivery of the vaccination programmes across the borough, in particular increasing uptake in populations where uptake is low, informed by intelligence and community insight. This work has been supported by members. We have commissioned a mobile vaccination van and supported the setting up of popups vaccination offers in priority areas. This work has been supported by community partners organised through our Dudley CVS.

At time of writing a total of 84% of eligible residents have received their first vaccination and 73.7% have received their second dose. Whilst this figure is below the UK average, Dudley has the highest uptake compared to our Black Country neighbours.

We know new families, especially first-time parents, have been significantly affected by limited social contact and reduced service provision. Our focus on the First 1001 Days to include training for midwives and a renewed emphasis on smoke free homes for the Health Visitors has, despite COVID-19, supported women and their families to quit smoking during pregnancy and to give their baby the best start in life by taking them home to a safe, nurturing environment

Opportunities for Improvement *(information relating to service complaints / compliments and learning from these.*

Any additional information relevant to Corporate Scrutiny



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Case study:

Community testing – Rapid mobilisation to meet the needs of the community

How Dudley rolled its symptom-free offer at pace (page 26)

Contact tracing

Dudley successfully managed an outbreak within their recycling and waste collection service (page 28)

Community testing – Rapid mobilisation to meet the needs of the community

How Dudley rolled its symptom-free offer at pace (page 26)

A volunteers story

Read one members story of volunteering in Dudley (page 37)

Addressing inequalities to take-up of the vaccine

The council and Dudley CCG commissioned Tandrusti, a local project specialising in behaviour change with people from ethnic minority groups to encourage take-up. (page 34)

Covid-19 Dudley Business Advisors

A brand-new team provides support for businesses and issue COVID-secure certificates (page 48)

Responding to a care home of concern

Successful management of an outbreak (page 41)

GP Surgery outbreak

Preventing the closure of a GP surgery following an outbreak (page 50)

Outbreak in a small educational setting

Successful management of an outbreak in a private day nursery (page 75)

Workplace outbreak

Swift containment of an outbreak at in a local business/warehouse (page 75)

Addressing the needs of communities

Support for ethnic minorities (page 76)

There are a number of case studies written up in the Dudley Covid-19 Local Outbreak Management Plan published at the end of March 2021. Which will give you more detail of the key achievements. The complete plan can be read following the hyperlink below.

https://3c9e646b-a5bf-40d5-ae9a-7051f18ffcb9.filesusr.com/ugd/51be5e_13edec28865c4074986287c2e8553e59.pdf

