

## ADULTS AND HEALTH SELECT COMMITTEE

10 OCTOBER 2019

### ADULT SOCIAL CARE TRANSFORMATION UPDATE

**Purpose of report:** To provide an update on the progress of the Adult Social Care (ASC) transformation programmes of work. The report sets out the operational performance indicators which tell a story of transformation, the status of financial benefits delivered and forecast in 2019/20, together with a summary of achievements and key milestones planned for each of the transformation programmes. This update will be a standing item at future Select Committee meetings.

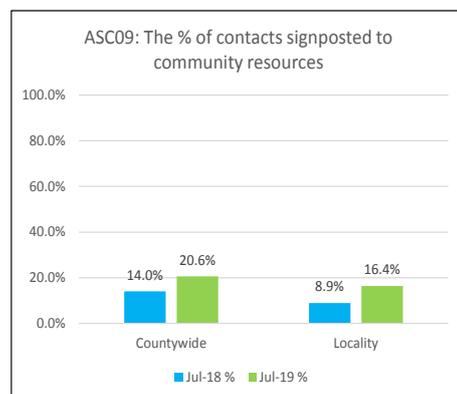
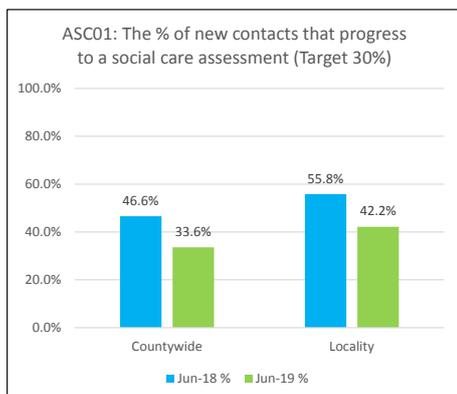
#### Introduction

1. The Adults Leadership Team (ALT) is aware of Surrey County Council's (SCC) relative position as a high spending authority through detailed information gathered in benchmarking conducted across the South East by the Association of Directors of Adult Social Services (ADASS) network, and begun work in 2018/19 to identify changes needed to address this. SCC asked the Local Government Association (LGA) to conduct a peer review of ASC in the summer of 2018. The LGA team found that although there were a number of real positives in the way ASC services were delivered in Surrey, including the maturity of partnership working with the NHS and other local partners, there were also improvement opportunities.
2. Since the LGA peer review, ALT has formulated and began to implement an ambitious transformation programme, supported by the Social Care Institute for Excellence (SCIE) as our improvement partner. The key themes are:
  - 2.1. A strength based practice framework whereby we change the conversation with residents to focus on their strengths rather than their deficits and being clearer about the role of the Council in supporting people.
  - 2.2. A shift away from institutionalised models of care for all but those people with the most complex needs.
  - 2.3. A strategic commissioning approach that leads rather than follows the market, with much stronger commissioning strategies across all service areas and the right capacity to support more robust market management.
  - 2.4. Enhancing prevention and early intervention, including a review of the current reablement service model and offer.
  - 2.5. Improving operational performance, including care package reviews.
  - 2.6. Assessing the extent to which partnership working is genuinely delivering financial and operational benefits and planning future changes based on a clearer analysis of costs vs benefits.

- 2.7. Improving market management and strategic commissioning.
  - 2.8. Devoting sufficient resources to driving the transformation and change agenda at pace.
  - 2.9. Ensuring finance and performance information is better linked to help drive performance improvement and future service planning.
3. Positive results have already been achieved with total net expenditure in 2018/19 held at the same level as 2017/18, with an underspend of £25m (6.5%) against the original 2018/19 budget. Successful delivery of ASC's transformation programme remains critical to the financial sustainability of the Council.

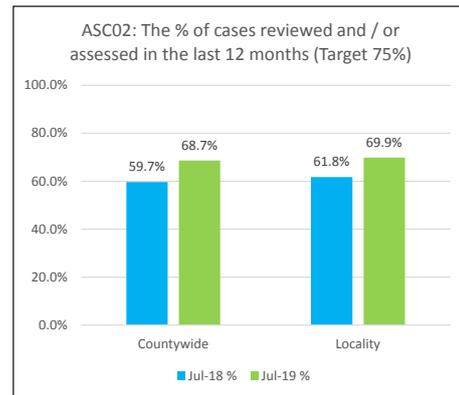
**Operational transformation performance indicators**

4. The operational performance indicators tell the story of how transformation is underway in Adult Social Care with declining caseloads, declining referrals, increased diversion, shifts away from institutional solutions and increased reviews. The data which is summarised below presents performance at two levels. The 'countywide teams' include all teams in the directorate whereas the 'locality teams' include the 11 locality teams based in district and boroughs, the Transitions Team and LD & Autism Team. Data covers July 2018 to July 2019, except for contacts to assessment and supports plans – as we report these 3 months in arrears. Further details are included in Annex 1.
5. Caseloads – Practice improvement has focussed upon embedding strengths based practice, improving the workflow, ensuring consistency in the use of Liquidlogic Adults' Social Care System (LAS) trays, improving data quality and providing tableau reports which teams use to inform their decision making. Practice improvement has also enabled locality teams to work through cases with a consequent reduction in caseload of 13% (countywide 22,630 to 19,659). The locality teams have reduced their caseloads by 15% (21,312 to 18,022).
6. Referrals and diversion - % of new contacts that progress to a social care assessment (target 30%) - By having strength based conversations at the point of contact we have reduced the people progressing to assessment by 13% (countywide from 47% to 34%, locality teams from 56% to 42%) and increased our referrals to community support by 7% (countywide from 14% to 21%, locality teams from 9% to 16%).



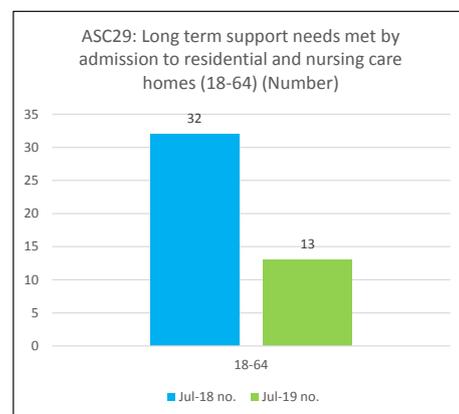
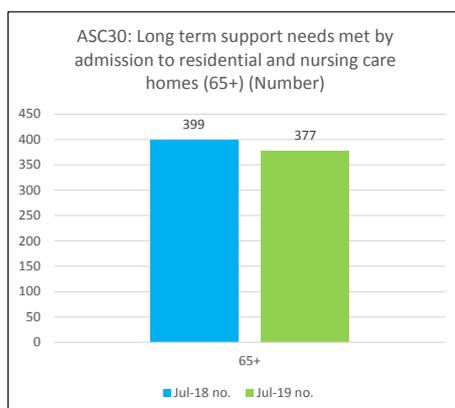
7. Referrals - % of assessments that progress to a support plan (target 90%) - We have progressed 11% more assessments to support planning (countywide: from 56% to 67%, locality teams: from 55% to 66%).

8. Reviews - % of cases reviewed and/or assessed in the last 12 months (target 75%) - We have increased the number of people reviewed by 9% and have a plan to ensure we achieve our 2019/20 target of 75% (countywide: from 60% to 69%, locality teams: from 62% to 70%).



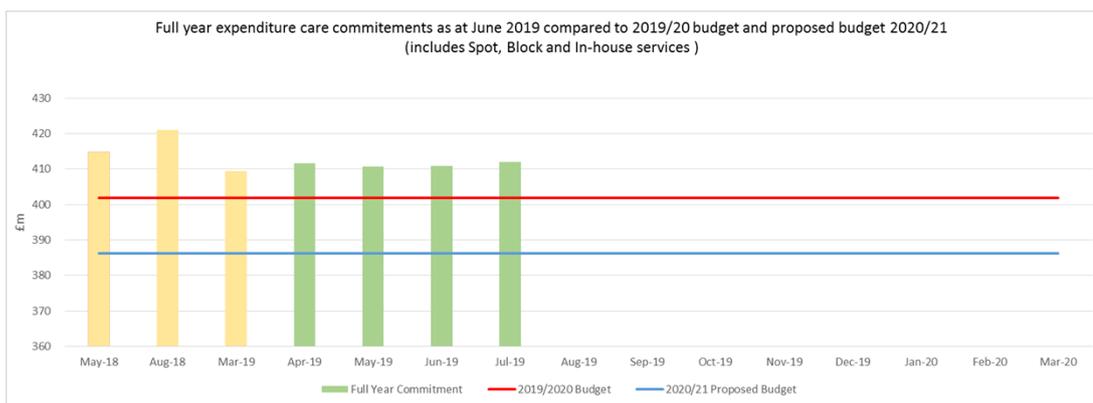
9. Direct Payments - % of people in the community purchase their services with a direct payment (target 30%) - 27% of people in the community purchase their services with a direct payment and we have been working with the Social Care Institute for Excellence (SCIE) to increase this further (countywide the result has not improved across the year: locality teams: from 26% to 27%).

10. Shifts away from institutional solutions - Long term support needs met by admission to residential and nursing care homes - We have made fewer admissions to care homes in Qtr 1 2019/20 compared to Qtr 1 2018/19 (65+ admissions: 2018/19 = 399; 2019/20 = 377, 18-64 admissions: 2018/19 = 33; 2019/20 = 13).



### Financial transformation performance indicators

11. ASC care packages gross expenditure full year commitments for all client groups increased by £1.2m in July and has now increased by £2.6m since the start of the year. Commitments are now £10.1m higher than the 2019/20 care packages gross expenditure budget and £25.8m higher than the 2020/21 budget. The direction of travel is concerning for the forward budget.



12. There has been a £(0.1)m reduction in the full year costs within older people care package gross expenditure. There has been a £0.3m increase in the full year costs within physical disabilities care package gross expenditure; £0.6m increase within learning disabilities; £0.4m increase within transition; and a £0.1m increase within mental health services.
13. The July 2019 savings position across the ASC transformation programmes was as follows:

Programme	2019/20 Target £m	Achieved	Remaining Forecast	Total Achieved + Forecast	Variance	RAG
Accommodation with Care & Support	0.0	0.0	0.0	0.0	0.0	-
Practice Improvement	16.8	3.1	8.3	11.4	-5.4	R
Integrated Models of Care	0.0	0.0	0.0	0.0	0.0	-
Market Management	0.0	1.4	0.0	1.4	+1.4	G
All Age LD	1.0	2.1	0.0	2.1	+1.1	G
<b>TOTAL</b>	<b>17.8</b>	<b>6.6</b>	<b>8.3</b>	<b>14.9</b>	<b>-2.9</b>	<b>A</b>

14. 'Integrated Models of Care' (previously known as Health & Social Care Integration) is not linked to any savings, but is an enabler for managing demand, particularly amongst older people. There is progress in our partnership working with the Integrated Care Partnerships (ICPs) and Primary Care Network (PCN).
15. Accommodation with Care & Support is not linked to any savings but is an enabler for the savings which the Practice Improvement programme will deliver in future years.

## ASC Transformation programmes

16. Four ASC transformation programmes, building upon change already underway in the Directorate, were set up in April 2018 as part of the Council's transformation programme. There are significant interdependencies between these programmes and in practice they are part of a single ASC change programme. ALT is in the process of examining different service models the directorate could adopt in the future and assessing the extent to which these could deliver the planned transformational changes and associated financial benefits. This report provides a progress update for the four existing transformation programmes but these may look different in future updates to Select Committee as planning progresses.

17. The long term strategic aims of each of the transformation programme are as follows:

Programme	Long term strategic aims
<b>Accommodation with Care &amp; Support</b>	<ul style="list-style-type: none"> <li>• Shift away from offering traditional residential care for people with mild to moderate needs, to one which provides a home for life for people with complex needs.</li> <li>• Increase the availability of extra care accommodation by 725 units, by 2028.</li> <li>• Reduce the number of people with a learning disability and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision.</li> <li>• Stimulate and manage the mental health/substance misuse supported living market by implementing a dynamic purchasing system.</li> <li>• Ensure provision of specialist residential and nursing care beds across the county to meet the population demand for 2028.</li> </ul>
<b>Practice Improvement</b>	<ul style="list-style-type: none"> <li>• Embed a strengths-based approach that supports people to live independent and fulfilling lives.</li> <li>• Review care and support packages in a timely way to ensure they are appropriate and proportionate to meeting needs and outcomes of residents.</li> <li>• Review our reablement offer to support recovery and maintain or increase people's independence.</li> <li>• Embed a specialist Learning Disabilities and Autism team to increase the number of people living independently.</li> <li>• Implement a new service model for Mental Health, following the termination of the S75 agreement with Surrey and Border Partnership NHS Foundation Trust</li> <li>• Increase technology-enabled care to maximise independence.</li> <li>• Enable our workforce to be more mobile and our residents to access on-line support.</li> <li>• Review our organisational structure and accountabilities.</li> <li>• Make Direct Payments our preferred offer to increase choice and control for residents.</li> </ul>

<b>Integrated Models of Care</b>	<ul style="list-style-type: none"> <li>• Implement and evaluate integrated models of community based health and social care to support people to live independently and delay the need for care and support, prevent admission to hospital, and support hospital discharge.</li> <li>• Adopt a more preventative and collaborative approach with the wider health and social care system.</li> <li>• Identify opportunities for incorporating Trusted Assessment into existing hospital discharge initiatives.</li> <li>• Finalise the 2019/20 Better Care Fund plan, in conjunction with local ICPs.</li> </ul>
<b>Market Management</b>	<ul style="list-style-type: none"> <li>• Introduce new centralised processes, governance and decision making accountabilities and authorities.</li> <li>• Embed a new structure and organisation of commissioning roles including a new central placements team.</li> <li>• Refresh the Adult Social Care Commissioning Strategy.</li> <li>• Undertaken market intelligence and benchmarking.</li> <li>• Revise Market Positioning Statements.</li> <li>• Undertaken stakeholder management and communications planning.</li> <li>• Revise contracts with suppliers.</li> </ul>

18. The following tables provide a headline update for each of the ASC transformation programmes in early September 2019, together with a summary of progress in the last month, key milestones planned for the next 2-3 months, key issues for the programme and actions.

## Accommodation with Care and Support – 2 September 2019

Overall RAG:

**Headline**

A vision for Accommodation with Care and Support was endorsed by Cabinet on 16 July. This included a number of recommendations that were signed off by Cabinet. A number of key outputs need to be delivered over the coming months, these include:

- Transformation funding bid for dedicated resource to deliver the AwCS strategy.
- A review of all existing SCC assets for their appropriateness to be used for specialist accommodation.
- The development of business cases for the existing schemes for extra care.

The extra care business cases will need to be delivered to Cabinet in October 2019.

Progress and achievements (last month)	Forward focus & key milestones (next 2-3 months)	RAG
Assessment of existing SCC sites for specialist accommodation underway	Complete assessment of all SCC assets for their appropriateness to be used for specialist accommodation. This is a long term piece of work.	
Commissioning intentions and AwCS strategy signed off	Full business cases for the potential extra care schemes to be delivered to Cabinet in October 2019	
Dedicated resource to deliver AwCS scoped and costed.	Deliver engagement strategy for AwCS (01/10/2019)	
Projects to deliver AwCS have been scoped and indicative milestones agreed.	Submit transformation funding request for dedicated resource to deliver AwCS strategy (13/09/2019)	
The governance structure for AwCS and Market Management have been agreed and implemented. The work has been separated into two workstreams: older people and working age adults	Meet with the district and borough directors of housing and local councillors in the local wards for potential extra care schemes (11/10/2019).	
Request for information for delivering extra care has been shared with the market.	Targets for AwCS to be agreed and signed off by programme board, AE and sponsor (30/06/19)	

Key issues and concerns	Actions being taken and/or steer required from ALT
Full business cases for extra care existing schemes	<ul style="list-style-type: none"> <li>• This is a substantial piece of work that will need to be completed over the Summer. Colleagues from other services are being asked to reserve their resource to support this exercise.</li> </ul>

## Practice Improvement Programme

Overall RAG:



### Headline

Delivery against the plan is progressing to support the imminent transfer of workers and cases from Surrey & Borders Partnership NHS Foundation Trust to ASC by 31 October as part of the reshaping of Mental Health services. The Learning Disabilities & Autism service continues to focus upon priority reviews and reassessments to improve customer outcomes and deliver savings. Strengths Based Practice (SBP) is being scoped for the reablement and the hospital teams and a portfolio of KPIs in tableau is being used in teams to support SBP. Teams are allocating resource for targeted reviews to address outstanding care package reviews, deliver improved outcomes and savings. SCIE recommendations for Direct Payments will be considered by ALT on 18 September and SCIE will be supporting the development of a more inclusive reablement offer to maximise independence. Technology Enabled Care pilots are being planned.

Project progress and achievements (last month)	Forward focus & key milestones (next 2-3 months)	RAG
<p><b>Learning Disabilities &amp; Autism Service Review</b>                      Learning Disabilities &amp; Autism Service Review Project Plan further developed.                      Initial strengths based practice workshop delivered, and the Consistent Practice Meeting implemented. The tracking tool to capture and monitor reviews, allocated/unallocated, costs per client and savings, developed and being populated.                      Short-term task group, with LAS expertise, supporting the work and assessing risk. In addition, process for recruiting key additional resources to the team has begun.                      Desk top exercise has been carried out to determine prioritisation for the initial de-registration of care homes.</p>	<p><b>Learning Disabilities &amp; Autism Service Review</b>                      Effective governance of the project to be developed.                      Staff engagement mechanisms and briefings on key changes/messages to be introduced.                      Dedicated area finance resource to be confirmed. Monitoring and reporting of reviews and costs from tracking tool to begin.                      Cohort/provider prioritisation to be confirmed, including desktop exercise on cases and review days set based on potential to recover savings across all placements, work/resource allocation to be confirmed for targeted reviews with priority reviews underway.</p>	
<p><b>Mental Health Service Review</b>                      Operational model agreed, confirming staffing locations.                      Property scoping availability of accommodation in preferred locations.                      LAS training underway with 6 courses in August. External provide commissioned to provide Mental Health training (care act).                      Business case submitted for four Managers to facilitate smooth transfer of staff from Surrey and Border Partnership NHS Trust.                      LAS Trays set up for Mental Health Staff – based on localities.                      Referral pathway model agreed.</p>	<p><b>Mental Health Service Review</b>                      All staff to be trained ahead of 'go-live' date and smooth transfer from SABP to ASC. Cultural changes required to be embedded to create a focus on ASC related tasks.                      Data migration requirements to LAS to be scoped, IG issues to be identified and resolved, and any outstanding issues regarding where case 'ownership' resides to be resolved.                      Identify alternative arrangements where insufficient space exists within locality teams, and consult and agree with SABP on any on-going shared accommodation requirements</p>	

Project progress and achievements (last month)	Forward focus & key milestones (next 2-3 months)	RAG
<p><b>Strengths Based Practice</b></p> <p>Support provided to Learning Disabilities &amp; Autism Team team to new ways of working to improve duty workflow and embed practice, in preparation for further roll out of strengths based practice. Initial engagement session with selected Reablement staff in preparation for planning for roll-out of strengths based practice. Support continues in Woking, with in check-ins with Assistant Director.</p> <p>Soft launch of strengths based guidance documents.</p> <p>Refined strengths based practice performance indicators and reporting developed in tableau and being used within the localities, improvements showing in performance.</p>	<p><b>Strengths Based Practice</b></p> <p>Strengths Based Practice Framework to be presented to 18 September ALT for approval. Familiarisation events on guidance to take place.</p> <p>Meeting with Assistant Directors, on 12 September, to define expectations for hospital staff on strengths based practice.</p> <p>Learning Disabilities &amp; Autism Team – LAS drop in sessions to take place, with further roll out of strengths based practice expected in October/November.</p> <p>Strengths based practice masterclass for Mental Health Team being planned for November.</p> <p>Development for targeted reviews resource on the strengths based practice approach planned.</p> <p>Reablement approach and plan for strengths based practice to be developed, with delivery expected in November.</p>	Green
<p><b>Reviews</b></p> <p>Outstanding Affinity complaints being dealt with. Learning Disabilities &amp; Autism Team dealing with small number of final Affinity reviews (reductions). Lessons learnt report produced and Affinity Project closure underway, and to finalised once above actions complete.</p> <p>Carried out detailed analysis of resource requirements vs reviews activity/performance across localities, Mental Health and Learning Disabilities and Autism Team.</p>	<p><b>Reviews</b></p> <p>Communication in relation to additional resource to support targeted reviews activity across localities, Mental Health and Learning Disabilities &amp; Autism Team. Each team to allocate resource for targeted reviews. Resource to be developed further in line with strength based practice. Targeted reviews activity monitoring to start.</p> <p>In addition, targeted support continues for teams for reviewing activity.</p>	Yellow
<p><b>Technology Enabled Care</b></p> <p>District and Borough engagement has continued.</p>	<p><b>Technology Enabled Care</b></p> <p>Develop an options appraisal to get a steer on how to best move forward given the timeframes. Plan and develop the Service User engagement sessions with the Surrey Coalition.</p>	Yellow

Key issues and concerns	Actions being taken and/or steer required from ALT
<p>A better understanding and accurate view required of the impact individual projects are having within the programme in order to determine whether the impact is at the desired level to deliver the required benefits, to inform decision-making and ensure corrective action where appropriate.</p>	<ul style="list-style-type: none"> <li>• The Practice Improvement programme measures have been finalised and approved in line with the Adult Social Care transformation programme measures, with key measures reported on.</li> <li>• The sum of the targets for the individual projects to be reviewed to ensure they deliver the overall benefits of the overall ASC transformation programme</li> </ul>
<p>Clarity needed of SCIE engagement outputs, pace of delivery and to ensure effective interdependency management across the Practice Improvement Programme and wider ASC transformation programmes.</p>	<ul style="list-style-type: none"> <li>• Following each workshop/activity the specific outputs being defined and agreed.</li> </ul>
<p>A robust plan required and coordination of care package reviews across initiatives to address the backlog and ensure delivery of improved outcomes and delivery of the financial savings.</p>	<ul style="list-style-type: none"> <li>• Following agreement of approach, plan for remaining reviews being delivered with additional resource to support targeted reviewing activity.</li> </ul>
<p>Overall ASC model design incomplete (including what will the service offer and customer journey look like)</p>	<ul style="list-style-type: none"> <li>• Accelerated with SCIE support. Complete what good looks like, and plan to achieve necessary change. Additional resource assigned to this work and meetings being held.</li> </ul>
<p>Impact of tactical structure initiatives in ASC (creation of centralised teams) on frontline teams capacity and capability, ensuring this work is aligned to the Council's Target Operating Model and spans and layers of control.</p>	<ul style="list-style-type: none"> <li>• Build overall view and roadmap of structural change/workforce remodel.</li> <li>• Design and manage holistically to ensure integrity of operations in locality teams.</li> </ul>



**Headlines**

*NOTE - PM resource is limited in short-term due to Surrey Heartlands Estate devolution project, and 2019/20 Better Care Fund planning.*

- East Surrey Integrated Reablement Unit and Integrated Discharge Team project review deep dives in progress.
- East Surrey Reablement staff now co-located with Rapid Response colleagues. Tenancy agreement between First Community Health and SCC Property Services confirmed and telephony and IT infrastructure work underway.
- New project officer attached to NW Integrated Care Bureau project with future milestones in development.

Area	Progress and achievements	Forward focus & key milestones	RAG
Surrey Heath	<ul style="list-style-type: none"> <li>• Surrey Heath Intermediate Care Team project review completed.</li> <li>• Surrey Heath CCG project manager supporting Intermediate Care Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Yearlong D2A scheme established</li> </ul>	A
East Surrey	<ul style="list-style-type: none"> <li>• IRU and IDT project reviews drafted for later deep dive.</li> <li>• East Intermediate Care Integration consultation completed and IT/property arrangements underway.</li> <li>• Co-location of intermediate care staff at Redhill Aerodrome underway</li> </ul>	<ul style="list-style-type: none"> <li>• Outstanding East Surrey project reviews completed</li> </ul>	A
Mid Surrey	<ul style="list-style-type: none"> <li>• ASC workforce for Primary Care Networks allocated</li> <li>• IDEEA mobilisation progressing</li> </ul>	<ul style="list-style-type: none"> <li>• Risk stratification tools in place and used by Primary Care Networks</li> <li>• New governance to be put in place for Surrey Downs Health and Care</li> </ul>	A
North West Surrey	<ul style="list-style-type: none"> <li>• Regular Intermediate Discharge Bureau integrated managers meetings established.</li> <li>• Work continuing to revise triage pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Revised triage/SOP pathways to go live in Integrated Discharge Bureau</li> <li>• Project reviews completed for Locality Hubs</li> </ul>	A
Guildford and Waverley	<ul style="list-style-type: none"> <li>• Project resource removed from Intermediate Care Integration. Paused following SCIE workshop. Wider scoping work to be done within Sustainable Reablement Workforce programme.</li> <li>• Farnham Integrated Care Team completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediate Care scoping work to be carried out and completed in Sustainable Reablement Workforce programme</li> </ul>	G

**Key issues and concerns**      **Actions being taken and/or steer required from ALT**

Officer capacity to finalise East Surrey reviews	Awaiting mobilisation of new ASC Commissioning structure.
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**Headlines**

The leadership panel reviewing inflationary uplift requests is on-going with admin resource now in place to reduce the backlog. The new ASC commissioning structure is in place and interviews for Heads of Commissioning are being held in September. ALT agreed a direction of travel for setting up a central placements team for older people residential and nursing placements. An ALT decision is required on refreshing or rewriting ASC Market Position Statements.

**Forward focus & key milestones (next 2-3 months)**

Forward focus & key milestones (next 2-3 months)		RAG
<ul style="list-style-type: none"> <li>Inflationary uplifts</li> </ul>	<ul style="list-style-type: none"> <li>Uplift review panel meeting every 2 weeks - ongoing</li> <li>Financial modelling agreed to be published when tracker updated, temporary resource in place tracker and actions being brought up to date.</li> </ul>	Red
<ul style="list-style-type: none"> <li>Market Position Statements</li> </ul>	<ul style="list-style-type: none"> <li>Decision required by ALT on MPS output</li> </ul>	Green
<ul style="list-style-type: none"> <li>Prices paid on Spot Placements, creating capacity in the market</li> </ul>	<ul style="list-style-type: none"> <li>Complete all provider meetings, create a pool of nursing beds at the guide rate</li> <li>Draft Structure for Central Placements Team going to ALT 4<sup>th</sup> Sept</li> </ul>	Amber
<ul style="list-style-type: none"> <li>Number of contracts and KPI's introduced and review for top 50 providers, and monitoring against delivery of contracts</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Restructure complete, HOS of service interviews scheduled for September 23 applicants.</li> </ul>	Amber
<ul style="list-style-type: none"> <li>Residential Block Contract Utilisation</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring against 95% target to start in Sept 19</li> </ul>	Green
<ul style="list-style-type: none"> <li>Homecare</li> </ul>	<ul style="list-style-type: none"> <li>End to End review completed and incorporated in Central Placements Team Paper</li> </ul>	Green

**Key issues and concerns**

Key issues and concerns	Actions being taken and/or steer required from ALT
LD cost of care delaying the processing of 19/20 requests, leading to complaints	Meeting arranged with Cost of Care Team and Fee Uplift to clarify where each LD provider is in the process and how to proceed.
LD and Day Opportunity Inflationary Uplifts may lead to a significant number of providers serving notice	Ongoing negotiations with providers

**Conclusions:**

19. The four ASC transformation programmes are making steady progress towards delivering transformational change. There are significant interdependencies between these programmes and in practice they are part of a single ASC change programme. ALT is examining different future service models and assessing the extent to which these could deliver the planned transformational changes and associated financial benefits.

**Recommendations:**

20. Members of the Adults & Health Select Committee are invited to note the update and to raise any challenges they feel appropriate.

**Next steps:**

21. Key milestones for the next 2-3 months have been set out in the progress summary above.

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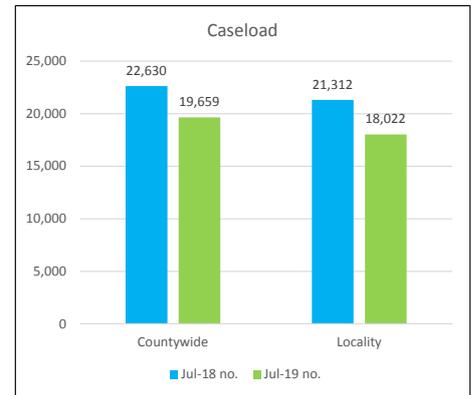
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**Sources/background papers:**

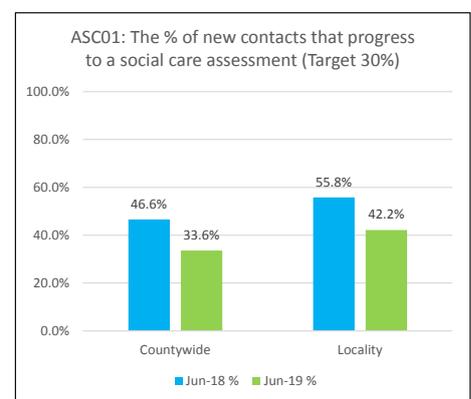
- Adult Social Care Bespoke Peer Review, September 2018
- Adult Social Care, Joint Finance & Performance report, July 2019

Operational transformation performance indicators

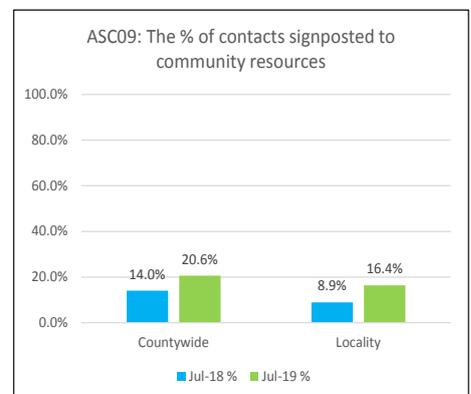
Caseload	Jul-18		Jul-19		Change	
	no.	%	no.	%	no.	%
Countywide	22,630		19,659		-2,971	13.13%
Locality	21,312		18,022		-3,290	15.44%



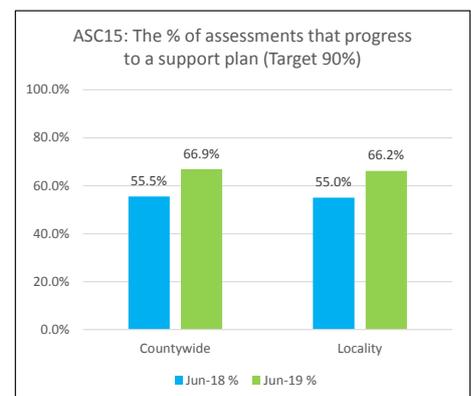
ASC01: The % of new contacts that progress to a social care assessment (Target 30%)	Jun-18		Jun-19		Change	
	no.	%	no.	%	no.	%
Countywide	859	46.6%	676	33.6%	-183	-13.0%
Locality	733	55.8%	608	42.2%	-125	-13.6%



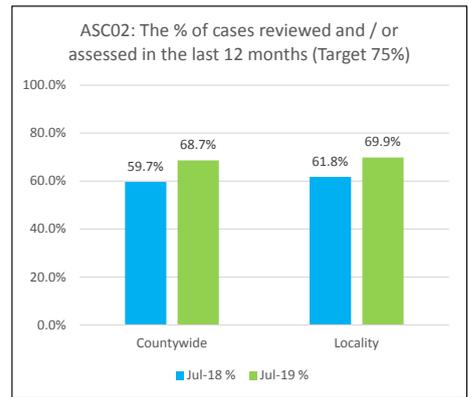
ASC09: The % of contacts signposted to community resources	Jul-18		Jul-19		Change	
	no.	%	no.	%	no.	%
Countywide	687	14.0%	1,213	20.6%	526	6.57%
Locality	238	8.9%	583	16.4%	345	7.41%



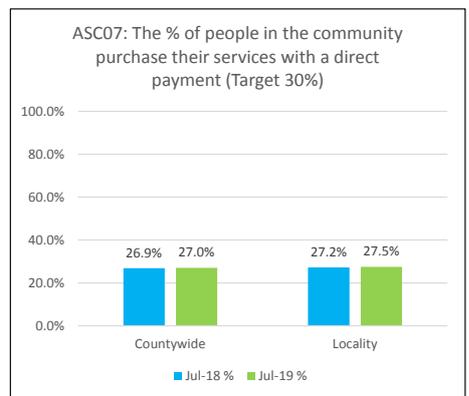
ASC15: The % of assessments that progress to a support plan (Target 90%)	Jun-18		Jun-19		Change	
	no.	%	no.	%	no.	%
Countywide	472	55.5%	320	66.9%	-152	11.4%
Locality	434	55.0%	285	66.2%	-149	11.2%



ASC02: The % of cases reviewed and / or assessed in the last 12 months (Target 75%)	Jul-18		Jul-19		Change	
	no.	%	no.	%	no.	%
Countywide	12,245	59.7%	12,062	68.7%	-183	8.99%
Locality	11,645	61.8%	11,374	69.9%	-271	8.09%



ASC07: The % of people in the community purchase their services with a direct payment (Target 30%)	Jul-18		Jul-19		Change	
	no.	%	no.	%	no.	%
Countywide	2,303	26.9%	2,179	27.0%	-124	0.12%
Locality	2,195	27.2%	2,089	27.5%	-106	0.31%



ASC29 & ASC30: Long term support needs met by admission to residential and nursing care homes	Jul-18		Jul-19		Change	
	no.	rate	no.	rate	no.	rate
Rate: per 100,000 population						
65+	399	176.7	377	164.9	-22	-12
18-64	32	4.5	13	1.8	-19	-3

