

Report Title: Adult Social Care 'Business Critical Performance Dashboard'

Report to: Health in Hackney

Date of Meeting: 15.01.2026

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1. Summary

This report sets out a performance summary against the 'business critical performance dashboard' as per Appendix A. The dashboard covers four main performance areas that are considered critical drivers for the Council. The data presented is at December 2025 and includes areas such as funded packages of care by type, completion and throughput of care act related assessments and reviews, waiting lists for assessment and number of safeguarding enquiries.

Health in Hackney is asked to:

- Note the four areas of performance as per the dashboard and the related commentary
- Note the UK Governments Adult Social Care Priorities for Local Authorities: 2026 to 2027 and the expectations on measuring progress, including metric and data tied to national expectations.

2. Performance Dashboard

2.1 Adult Social Care funded packages of care by type

Slide 3 in Appendix A sets out the types of care which are funded by adult social care. Demand for care continues, as those receiving support from adult social care has increased by 23% since 31/12/2022.

Home care remains the most common type of funded package, which is positive in that this enables the majority of our residents to remain within their homes and their communities. This is followed by Direct Payments, which are the agreed budgets given to individuals, after an assessment of need, to enable them or someone on their behalf to arrange the care they need.

Supported living and nursing placements have also increased slightly, while residential care continues to remain relatively stable. It is of note that we have 161 individuals in our extra care (previously known as Housing with Care), which continues to reduce the demand on residential placements and enables individuals to remain longer within their own homes.

We are proud that 85% of the people who use our services live in the community, 78.8% of our residents live independently after receiving reablement support and 89.4% of older

residents live at home 91 days after a hospital discharge, outcomes which are higher than the London average

2.2 Completed and awaiting an assessment

The Care Act 2014 sets out the related assessments and reviews, both for residents and for their carers. The primary assessments we report on are care act assessments and reviews, occupational therapy assessment and reviews, and carer assessments (either separate or joint with the person they care for).

There are fluctuations in the throughput of work, which are impacted on by increasing demand, workforce challenges and some seasonal fluctuations (winter pressures) that we would expect to see.

As a snapshot, the care act activity in last month was:

- 214 care act assessments
- 255 care act reviews
- 120 occupational therapy assessments
- 32 completed safeguarding enquiries
- 56 carer assessments (separate and joint)

Care act activity related to these assessments and reviews is increasing, in part facilitated by the improvements seen through the Transforming Outcomes Programme.

2.3 Number awaiting assessments and annual reviews

As noted previously, the demand for assessments for care and support is higher than the department's capacity to conduct them, which leads to waiting lists. We recognise that waiting for assessments can have significant impacts on people and so we continually explore new ways of working to reduce waiting times. Our 'Waiting Well' Guidance is an approach to support demand and risk management, in the context of the high volume of local need and requirement for Social Care support. Waiting Well is an approach that encompasses not only front-line operational response to need, but draws on system-wide principles of Neighbourhoods and strengths-based working.

There are a number of activities we have been taking or testing to reduce down the waiting list, including but not limited to Access and Duty now undertaking certain Care Act assessments at the point of referral; embedding an Occupational Therapy post in the Access and Duty Team; the Trusted Assessor program; incorporating qualified Social Work posts into the Review Team; adopting an approach of care act assessments and reviews, generally by the same practitioner, as standard within the Integrated Discharge Service and a more joined up approach between Case Management and Occupational Therapy, thereby reducing duplication and sharing information to inform risk.

For example, in 2024 the Access and Duty team piloted conducting care act assessments at the front door (whenever it was safe and proportionate to do so) and were able to reduce the time between case allocation to care act assessment completion to an average of 11.6 days

in trials. These changes improved resident and staff experience (and smoothed handover between teams) and so we have now built the approach into our standard way of working.

For those residents who urgently require care and support, the Access and Duty team are able to respond within 24 hours and to complete Care Act Assessments so that a Care and Support Plan is in place within 48 hours. We work responsively to ensure that no one who needs care goes without it. Urgent care can be put in place for residents who require quick, one-off and time-limited services to minimise risks to their wellbeing: for example, urgent care may be used to respond to a crisis where it may be unsafe to leave the person without extra support until they are assessed. This helps us to be assured that people are safe while on any waiting lists (which we review and prioritise based on changes to needs and risks). We amended our Mosaic system in January 2025 to ensure that when urgent care is put in place it triggers an assessment or review in the system, helping us to prioritise those who most need our support

2.4 Number of Safeguarding Enquiries

The dashboard reports on the average number of safeguarding enquiries completed each month, which as an example in December 2025 was 32. Full data on safeguarding is presented through the City & Hackney Safeguarding Adult Board Annual Report, the last of which came at the September 2025 meeting of Health in Hackney.

To place the number of enquiries completed into context, it may be helpful to note that while 32 enquiries were completed in December 2025, the number of safeguarding concerns raised within the four week period was 273. Safeguarding concerns are triaged by the Safeguarding Adults Team in Hackney, and are separately reported on by East London Foundation Trust (ELFT) for those in relation to adults with mental health. Our statutory duty to undertake an enquiry is triggered when there is reasonable cause to suspect an adult has need for care and support, is experiencing or at risk of abuse or neglect, and is unable to protect themselves due to those care and support needs.

3. Policy Impacting Performance Reporting in Future

In December 2025 a policy paper from the Department of Health and Social Care titled 'Adult Social Care Priorities for Local Authorities: 2026 to 2027' was released. This policy paper did the following:

- **Sets national priorities** for adult social care that local councils are expected to support.
- **Explains expectations** for how local authorities should deliver care and support services in 2026–27.
- **Introduces a new way of estimating funding** (notional allocations) to help councils plan their budgets.
- **Supports progress tracking** by identifying performance metrics and ways to work with councils.

It is of note that the three main national objectives support the longer-term goal of building a National Care Service in England and include improving the quality of care and support,

giving people more choice and control and strengthening integration between health and social care.

Linked specifically to performance, Annex C to the Policy Paper sets out how progress will be checked, using data councils already collect to spot trends, compare areas and have conversations with councils about improvement. Examples of what they will look at includes but is not limited to:

- How long people wait for assessments or care.
- Whether care staff are staying or leaving.
- Whether people feel satisfied with services.
- Whether safeguarding problems are being dealt with.
- Whether people are supported to live independently.
- Whether people end up in hospital or residential care unnecessarily.

It is recommended that Health in Hackney may wish to review this fuller performance framework later in 2026/27.

End of report.