

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- In line with our corporate priority to maximise independence in a personalised and meaningful way through early intervention and prevention approaches, enabling more people to live independently for longer and thereby reducing need for long term services, the target to reduce admissions to residential and nursing homes for working age adults and older people is on track. The current trajectory indicates a reduction from 2020/21 admissions and puts West Sussex in line with regional local authority peers.
- Over the quarter, the County Council has facilitated the timely discharge of 2,424 patients from hospital. This evidences the success of innovative joint hospital discharge pathways between the County Council and health partners, which includes Discharge to Assess (D2A) and a Combined Placement and Sourcing Team. The County Council will continue to support health partners with the flow of patients through hospital settings, which is especially important as we approach the winter months.

Our Council Performance Measures

Adults Services	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
11 Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20-30%	Mar-21	Jun-21	Sep-21		Whilst there has been a slight improvement in performance this quarter, demand and complexity of customer needs has remained high, which is continuing to impact our ability to resolve people's needs through universal, low level or preventative services at the front door.	Ongoing monitoring of Covid-19 impact on demand and complexity of need.	A
		44.4%	41.6%	40.9%	↗			
12 Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65-75%	Mar-21	Jun-21	Sep-21		The last quarter data will be subject to change as the outcome of the assessment and the need for a support plan or not will not yet have been determined. However performance for quarter 1, which has now been updated (48.7%), confirms that whilst demand for formal social care assessment has been high, this has not always led to the need for the provision of a Council funded service and development of a support plan. Peoples needs are being met through alternative service provision including preventative services such as reablement.	Ongoing monitoring of Covid-19 impact on demand and complexity of need.	A
		54.2%	48.7%	30.7%	↘			
13 Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	56.3%	Mar-21	Jun-21	Sep-21		The WSCC conversion rate (58.20%) continues to be above the 2019-20 national average (37%).	Further assurance of the referral threshold decision making being undertaken through audit. The outcomes and any recommendations will be presented to the internal officer Safeguarding Adult Steering Group meeting in December 2021.	A
		63.5%	63.3%	58.2%	↗			
14 Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Mar-21	Jun-21	Sep-21		Further small increase which indicates that the volume of incomplete DoLS Assessments has continued to rise. However, it is still well below the target which is to keep the backlog to under 4.4 months.	Not applicable.	A
		4.4 Months	2.2 Months	2.9 Months	↘			

36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Mar-21	Jun-21	Sep-21	Increasing complexity in the service has led to a slight dip in performance in the last quarter of customers going fully self-caring, however good reductions in their ongoing needs for support have been delivered. A high level of demand continues to support hospital discharge and a greater proportion of the service capacity continues to be deployed to support this pathway.	Ongoing contract management and oversight.	G
			85.5%	85.4%	81.3%			
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Mar-21	Jun-21	Sep-21	Performance is marginally above target, so intervention not required at this stage. Will continue to be monitored.	Ongoing monitoring.	A
			27.4%	27.1%	27.9%			
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	73.2%	Mar-21	Jun-21	Sep-21	Performance has been impacted due to increased demand for assessments and hospital discharge, which have diverted resource. Targets have been put in place for individual teams, including mental health and lifelong services which have been significantly impacted by Covid-19.	This measure is being monitored closely by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Executive Director for Adults and Health. A review of the process is also part of the Adults and Health Directorate Business Plan 2021/22, with a dedicated officer in place to progress the work in lifelong services.	A
			69.9%	69.4%	67.1%			
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Mar-21	Jun-21	Sep-21	2020-2022 is an unusual period because of the impact of Covid-19 on new referrals to supported employment due to restrictions, impact on people's health and well-being that has reduced people's confidence to try new things; potential under reporting of people in paid employment due to changes in Mosaic; and importantly a shortfall in annual reviews in lifelong services social work team - as only those with an annual review can be counted in the performance figure.	Work is progressing to identify employment opportunities within the County Council for working age adults with a learning disability and there has been an increase in referrals to the service and contact made with new employers to increase job opportunities. Additional resources have been deployed to complete annual reviews in the lifelong services social work team which is expected to improve reported performance in quarters 3 and 4 and deliver the agreed target.	G
			2.1%	0.4%	0.4%			
40	The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly, Reported a quarter in arrears.	71.0%	Dec-20	Mar-21	Jun-21	Q2 results due in December 2021 This is an NHS led measure and is dependant upon the number of customers open to the SPFT mental health Trust. Current performance has dropped, this is likely to be due increased complexity within mental health services and the pressure to discharge people quickly from acute mental health hospitals.	Work is on-going with social work staff who have returned to WSCC direct management, to ensure they are using a strength-based approach and hospital discharge pathways are being jointly developed with WSCC and SPFT.	G
			73.0%	71.0%	52.0%			
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	New Measure - No Data	Jun-21	Sep-21	Post lockdown, WORTH services has seen a consistently high number of referrals and increased demand for the service. WORTH service has been, and continues to be, operational throughout the pandemic, meeting 100% of requests for service when the remit has been met and providing signposting and one off advice where the remit has not. Whilst the longer term effects of lockdown remain to be seen on those that have experienced domestic abuse throughout this time, the immediate impact has been seen in clients requiring far higher levels of emotional support, and cases being more complex and challenging for practitioners. Throughout this quarter, service users received on average 29 contacts and the average length of support provided was 3 months.	To capture a full picture of service users experiences, it has been agreed that the following steps will be taken to maximise data capture: •Early Help service manager with operational lead responsibility for the IDVA service to speak to senior staff, reiterating the importance of full completion for dissemination to staff team/s •Community Safety DSVa lead to join IDVA service team meeting to discuss key performance indicator reporting and why a 'full picture' is required •Senior IDVA service staff have been upskilled in accessing the data capture forms to monitor recording compliance	G
				91.0%	89.1%			

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (Covid-19 position is reported in Appendix 2)	£12.587m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£12.587m)	
Pressure within the Older People budget – delays in delivering 2021/22 savings (£5.251m) and additional costs (£1.222m) due to rising cost of care packages and the need to buy additional beds in the market because of the under-utilisation of the Shaw contract.	£6.473m	Further funding from Covid-19 grants, the Improved Better Care Fund (iBCF) and Adults and Health Reserve.	(£10.300m)	
Pressures within Learning Disability budget – delays to delivery of savings 2020/21 & 2021/22	£2.827m			
Pressures within Learning Disability budget – expenditure risk relating to disputed residence cases	£1.000m			
Adults Services Portfolio - Total	£22.887m		(£22.887m)	£0.000m

Significant Financial Issues and Risks Arising

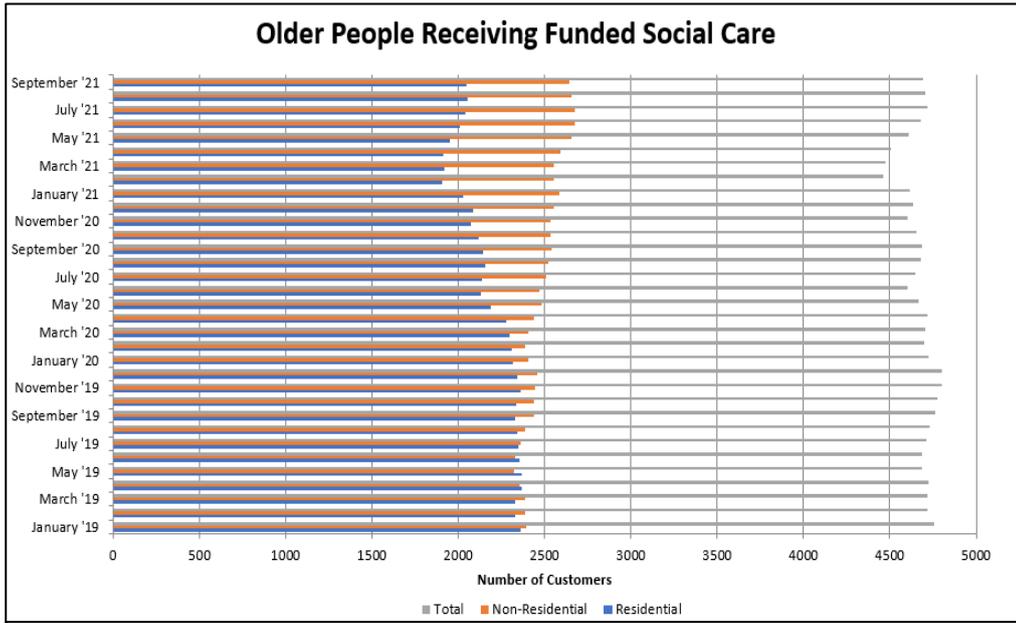
Key Financial Issues and Risks Arising		Narrative	Cost Driver	Q1		Q2		Action	Trajectory
ADULTS 1	Older People's Care Budget	Key cost driver data influencing the trajectory of the older people's care budget	No. of older people with a care package	4,681	↗	4,694	↔	Customer numbers have returned to pre-Covid levels, though this may not represent a plateauing of demand. Care costs are currently the biggest risk facing the budget. These are being driven by market-related factors. At the end of quarter two, the real terms rate of price increase is 2.75% if the 1.75% inflationary uplift agreed for 2021/22 is excluded.	↗
			% increase in the average gross weekly cost of a care package for older people	3.0%	↗	4.5%	↗		
			% increase in the average net weekly cost of a care package for older people	2.8%	↗	4.1%	↗		

Financial Narrative on the Portfolio's Position

- The Adults Services Portfolio is projecting a balanced budget at this time, however, the main financial issues affecting the budget are described below.
- Demand from older people.** The aggregate number of older people receiving funded social care increased by 13 during the second quarter. Although this is a relatively small increase; the overall number of customers remains close to pre Covid-19 levels. If lead indicators like initial contacts and assessment volumes are brought into account, it does not seem likely that demand has yet plateaued, especially as supply shortages within domiciliary care are resulting in an increasing number of new customers having to wait before a care package can be put in place.
- Cost of older people's care packages.** This cost continues to be the dominant influence on the budget. The average gross cost of a care package has risen every month since April and is now approximately £500 per week. Moreover, the rate of that increase is increasing and is now 4.5% greater than at the start of the financial year. This represents a pressure of 2.75% after allowing for the 1.75% inflationary uplift agreed by the County Council. Whilst part of that growth is a reflection of rising complexity of needs, market-related factors have become an equally strong influence. In light of economic conditions, many providers are reporting difficulties with the recruitment and retention of care workers which, alongside cost pressures in areas such as energy, fuel and insurance, is causing prices to rise.
- The impact of this also continues to be compounded by the under-utilisation of the Shaw contract, which currently stands at 75%. Although there are a series of explanations for this, mostly bound up in contractual considerations, the result is that up to an additional 100 beds are being bought in the wider market at the same time as the County Council is paying in full for all of the 590 beds that it has available. When the budget was approved in February, it was anticipated that demand pressure would be manageable within the limits of existing resources, principally from the benefits enabled by the County Council's increasing investment in preventative services during the recent past. The combination of these factors is leading to a very different outlook with overspending of £6.5m now forecast for the older people's budget.

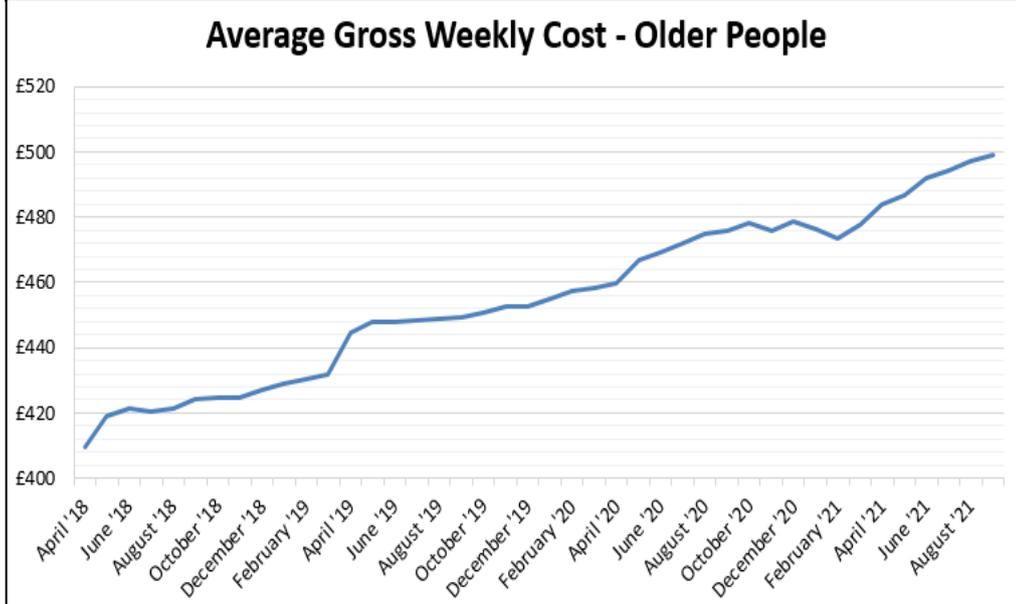
6. **Customer contributions towards care costs.** The current exercise to financially reassess approximately 3,750 non-residential customers for 2020/21 is almost complete. There are just over 250 customers who have not responded and who will be targeted in October; another 120 customers have outstanding queries which will also be addressed in October. Nearly all other customers (including residential customers) have financial assessments in place for the 2020/21 financial year. Proposals on financial reassessments for the 2021/22 financial year for customers whose care package began before 1st April 2021 have not yet been agreed, though the budget is based on the assumption that these will rise by an average of 2.5% in line with the increase in the pension triple lock.
7. **Learning Disabilities.** – As a relatively static customer group, the primary risk is the delivery of savings. £2.8m of savings related to this service area are judged as to be at significant risk and will not be met in 2021/22; partly as the Covid-19 pandemic continues to act as a constraint on customer contact and in part, due to its effects on the market in those cases where the release of savings will require new services to be commissioned.
8. Compounding the situation is the likelihood that there will be an increase in cost as a result of two cases which involves disputed residence. Both of these cases relate to customers with complex needs, who require expensive packages of care. Although final decisions have still to be reached, if confirmed it will translate into additional expenditure of £1m of the County Council's share of the pooled budget. While the majority of this additional cost (circa £0.6m) would be payment of historic arrears and thus would be one-off, the overall outcome on the learning disabilities budget is an estimated overspending £3.8m.
9. **Summary Position.** Despite these pressures, the Adults Portfolio will not overspend in 2021/22, so a balanced budget is being forecast. This is because it would be appropriate to fund the deficit from any one of the following areas:
 - **Covid-19 funding.** Whether directly or indirectly because of its impact on the economy as a whole, Covid-19 remains the dominant influence on the Adults budget.
 - **Improved Better Care Fund (iBCF).** Around £10m is currently uncommitted against the combination of this year's £20m allocation and the underspend carried from 2020/21 (£12.4m).
 - The **Adults and Health Reserve** of £4.7m that was created at the end of 2020/21 to meet Covid-19 recovery expenditure.
10. Between these sources, there will be capacity to manage overspending even if some of the current risks intensify and if the impact of winter is different to its normal pattern. Since those funding sources are all time-limited funding, equally important to note is that a plan is being developed as part of budget preparation for 2022/23 which will aim to ensure that those elements of the overspend which will endure into next year do not become recurring pressures.

Cost Driver Information



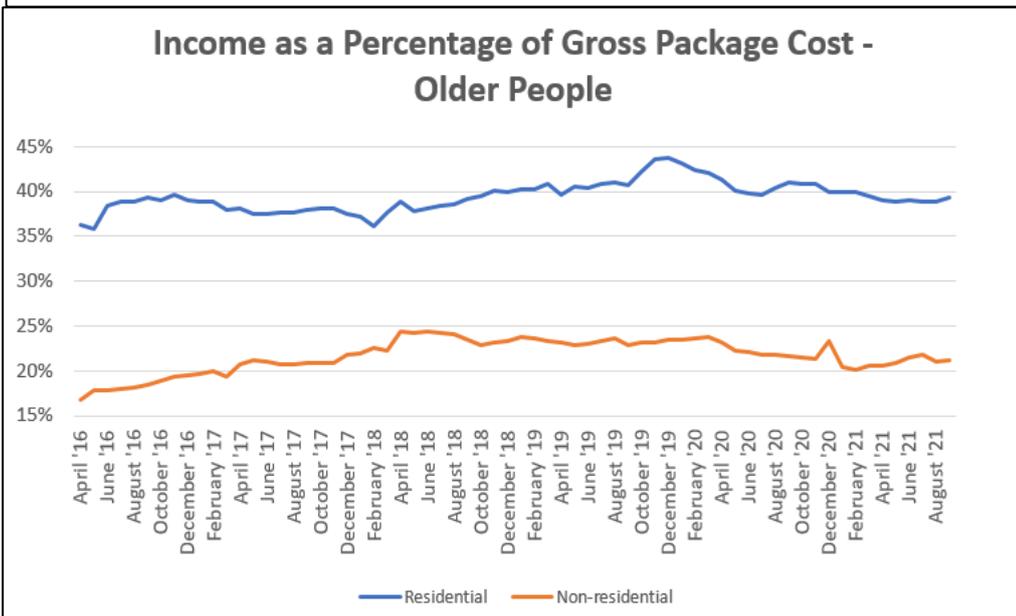
This graph shows the number of older people receiving funded social care and the type of care package.

Overall, the number of care packages has risen since the start of the year and is back to pre-pandemic levels.

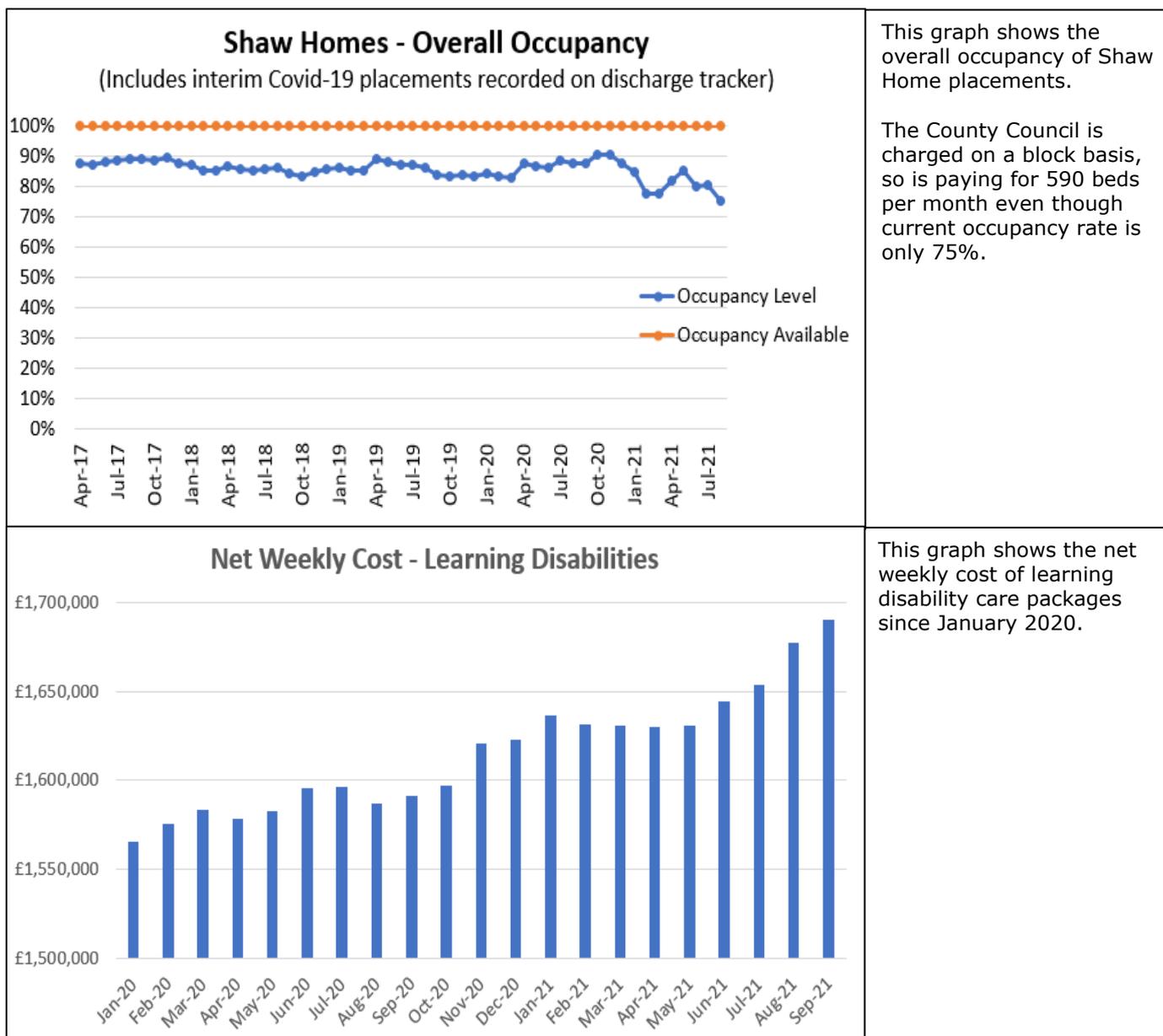


This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 4.5% higher than at the end of March.



This graph shows the income received from customers as a percentage of the gross package cost of care for the older people cohort.



Savings Delivery Update

11. The portfolio has a number of 2021/22 savings and one saving outstanding from the 2021/22 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021	Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G	G
		1,100	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place. A

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review of in-house residential services (<i>Older People</i>).	640	640	R	A Cabinet decision on the future of Marjorie Cobby House is scheduled for 16th November. If the recommendation is approved, it will result in the saving being delivered in full in 2022/23. The shortfall in 2021/22 is partially mitigated from savings relating to the closure of in-house day services during the pandemic.	G
Review of Shaw day services (<i>Older People</i>).	250	250	R	A Cabinet decision on the future of Shaw Day Services is scheduled for 16th November. If the recommendation is approved, it is expected to result in the saving being delivered in full in 2022/23.	G
Absorption of demand growth for adult social care from older people through demand management (<i>Older People</i>).	4,361	4,361	R Covid19	This is a saving which was planned to be delivered from the benefit of actions previously taken, e.g. the Home First contract. Due to the constant turnover in the older people's customer group, it can only be measured in context of the overall budget position for that group. The impact of Covid-19 and market-related factors mean that the older people's budget will overspend significantly in 2021/22, so the saving cannot be evidenced as having been met. Plans for 2022/23 are being prepared with the aim of avoiding this becoming a recurring pressure.	A
Non-residential customers to remain at home with reduced package (<i>Older People</i>).	890	100	G	Savings to date from the additional capacity available in the Reablement contract.	G
		790	A	The increase in capacity is at a lower level than the County Council had sought. In addition, the actual level of delivery is currently below planned due to provider staff shortages. Additional benefits will arise over the remainder of the financial year, but these will depend on factors that are outside the County Council's control.	G
Increase supply and use of shared lives carers (<i>Learning Disabilities</i>).	448	448	R Covid19	Recruitment and training of additional shared lives carers is taking place. Although this should allow some new placements to be made before 31st March, the part-year impact will mean limited financial benefit at most in 2021/22.	G
Supported Living - transfer of customers from residential provision (<i>Learning Disabilities</i>).	1,059	1,059	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Increase number of customers supported by live-in care (<i>Learning Disabilities</i>).	106	106	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Reduce use of single person services for customers where shared services may be suitable (<i>Learning Disabilities</i>).	114	114	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Review of Agency Staffing	108	108	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

Performance Summary - Capital

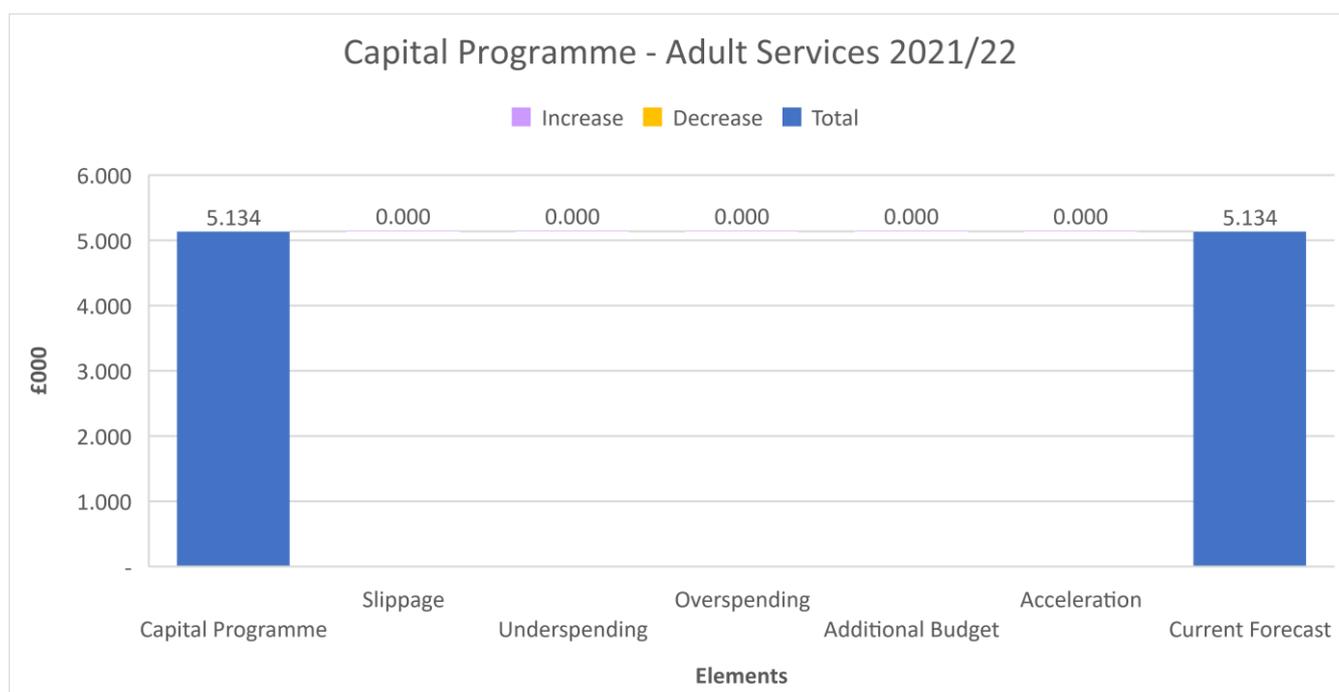
12. There are three schemes within this portfolio; one of the schemes in delivery is rated green, indicating that the project is reporting to plan. There are two rated amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on the progress of schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Adults In-House Day Services Part A	AMBER	Both sites have been handed back to the Service, but additional works required at Judith Adams.	GREEN	Completed works have been reviewed and signed off.
Adults In-House Day Services Part B	AMBER	All three sites have been completed and handed back to Service. Awaiting final account report from Contractor.	AMBER	Report expected from Contractor on 22/10/2021.

Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.039m for 2021/22. £3.095m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.134m.

14. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £5.134m.



15. The largest project included in the capital programme expenditure plan is:

- Choices for the Future Programme – in-house social care provision.

16. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

17. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19, including the mandatory requirement for care staff to have a vaccination; however, this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	25	25

18. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.