

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Despite ongoing demand at the 'front door', the County Council is continuing to stay within target in respect of the percentage of contacts to adult social care that progress to a social care assessment; reflecting the impact of interventions throughout the customer journey to meet people's needs. Work to further improve this performance has begun, with an access programme to enable the service to have a greater understanding of the complexity of need being presented at the 'front door'.
 - Directors of Adult Social Services (ADASS) published a report in May 2022 that set out a summary of an ADASS survey carried out in April 2022. Between November 2021 and February 2022, there had been:
 - 28% increase in the number of people awaiting assessment, care or direct payment, or review,
 - 71% increase in the number of people awaiting care and support or a direct payment to begin,
 - 26% increase in the proportion of people who are awaiting an assessment and have been waiting for six months or more.
 - The number waiting for an assessment on the Community Social Work Teams waiting list increased by 46%.

The County Council has robust triage systems in place, which enable teams to respond immediately to critical situations and deal with other cases on the basis of urgent, normal or low need.

- An extra care housing development in East Grinstead has been opened, promoting and enabling independence for West Sussex residents. Extra care housing schemes allow people to stay in their own home wherever possible, with extra care and support available when needed. This scheme also delivers on key priorities as set out in the Adult Social Care Strategy 2022-25.
- Staffing pressures are having an impact on the service achieving a number of performance measures. However, to address vacancy gaps for qualified social workers and occupational therapists, improved pay and reward has been implemented, using the additional £2m allocated for this purpose in the County Council's 2022/23 agreed budget. In addition, a number of qualified social workers from overseas have been arriving in West Sussex and are taking up posts across the county in community, hospital, learning disability and mental health teams.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this

may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			Dec-21	Mar-22	Jun-22			
11	Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20% - 30%	19.3%	18.1%	23.6%	↓	<p>Performance Analysis: Jun-22: Performance is within target reflecting the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative services.</p> <p>Actions: The Access Review Programme will assess the impact of the dissolved Section 75 mental health agreement, which has increased the percentage of contacts that progress to social care assessments, as well as providing a better understanding of the complexity of need being presented at the front door.</p>	G
12	Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65% - 75%	76.3%	74.8%	40.0%	↓	<p>Performance Analysis: Jun-22: Currently reporting low, but as the year progresses, additional assessments will be completed and reported performance will be retrospectively updated, with performance increasing. Previous quarter data will always be subject to change because the outcome of the assessment and the need for a support plan or not may not yet have been determined. Current results are better than Q1 for 2021-22 which reported 30.8% and still met the year-end target.</p> <p>Actions: This measure will be continually monitored, and performance will be updated throughout the year to reflect the additional assessments.</p>	G
13	Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains). Reporting Frequency: Quarterly	7.0%	2020/21 8.9%	2021/22 8.4%	Jun-22 7.4%	↓	<p>Performance Analysis: Jun-22: This new measure is based on outcomes of safeguarding risk reduction for concluded section 42 enquiries and better aligns with adults' outcomes measures and can be benchmarked against other local authorities annually. The key measure is where the risk remains even after the section 42 enquiry has been concluded. This should be as low as possible, and the target is 7% as there will be appropriate circumstances when the authority has considered all risk reducing strategies but risk will</p>	G

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
							<p>remain. This is in line with the key principles of making safeguarding personal and acknowledges that despite all practical efforts made by the Local Authority, people with capacity can, and will make unwise decisions. Performance is improving and currently just above the target, although final results can only be confirmed once the system issues have been resolved.</p> <p>Actions: There are mechanisms in place to monitor and review safeguarding plans and actively promote strength based and risk enablement practice. This new measure will be monitored by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health.</p>	
14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Performance has been impacted by staff sickness and reduced administrative support, which hinders work being processed and completed in a timely manner. This should improve as staff return from sick leave.</p> <p>Actions: Continue to monitor and utilise external agency resource to undertake work.</p>	G
			3.4 Months	3.4 Months	4.1 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		<p>Performance Analysis: Jun-22: Council data is not available this quarter due to ongoing system issues that are impacting reporting. In the absence of County Council's data source, the provider has reported that the service is currently (June 22) achieving 69% of customers that have no on-going care needs following an episode of reablement and the aggregated percentage from July 2021 – July 22 is 71%. Due to a number of challenges during 2022-23 financial year the reablement provider has not delivered the 38 contractual reablement starts each week. The average during this period has been 26 per week.</p> <p>Actions: The reablement provider is currently working to an improvement plan to increase the number of starts per week and is monitored on a daily, weekly and monthly basis via existing processes. The reablement provider</p>	A
			85.5%	85.4%	81.3%	↓		

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
							has conducted an extensive recruitment drive and uplifted the Community Care Assistants salary by 33% per annum which is now realising benefits with six new members of staff in the recruitment pipeline awaiting start dates.	
37	Percentage of adults that purchase their service using a direct payment	27.4%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Performance is marginally below target, so intervention is not required at this stage.</p> <p>Actions: This measure will be monitored by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health.</p>	G
	Reporting Frequency: Quarterly		28.5%	28.4%	27.3%	↓		
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months	77.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: The percentage of reviews undertaken within a 12-month period is expected to improve over 2022/23. A dedicated project is in place to manage reviews for older people and Lifelong Services customers with a focus on embedding a strength based approach.</p> <p>Actions: The project will be monitored on a monthly basis with a project management approach by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health, with an expectation that the ongoing work will improve the performance of this measure.</p>	R
	Reporting Frequency: Quarterly		63.4%	60.0%	54.2%	↓		
39	The percentage of adults with a learning disability in paid employment	3.8%	Sep-21	Dec-21	Mar-22		<p>Performance Analysis: Jun-22: Q1 data will be reported in Q2 PRR following a detailed exercise to understand the data collection methodology used by comparative local authorities, to ensure that the County Council is collecting data to accurately measure this performance indicator.</p> <p>Actions: A project to focus on completing reviews/assessments continues throughout 2022/23, which is expected to see an increase in performance over the coming year. Work is also underway to establish better ways of working with the market and other stakeholders to increase the number of people in employment and/or engaged in meaningful activities.</p>	R
	Reporting Frequency: Quarterly		0.4%	0.6%	1.1%	↗		

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
40	The percentage of adults in contact with secondary mental health services living independently with or without support	71.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Performance remains stable and close to target.</p> <p>Actions: Like last year, work is on-going in relation to promoting a strength-based approach and reducing new admissions to residential care for customers with a mental illness.</p>	A
			69.0%	69.0%	69.0%	→		
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service	85.0%	Dec-21	Mar-21	Jun-22		<p>Performance Analysis: Jun-22: Only a limited number of completed returns from victims leaving the service were received this period, lower than previously and lower than expected. As a result, the sample size is too small to provide meaningful results. The RAG status has been set to amber to reflect this.</p> <p>Actions: We have continued to fund the Insights system until we are confident that any new recording will capture the information we need and also briefed staff via service managers, on the need to continue to use and complete the required forms. WORTH services has undergone a restructure with some activities relocated to the Communities directorate. The relocation project has ensured that residents in West Sussex continue to have access to a high-risk domestic abuse advocacy service, alongside specialist domestic abuse support provision within the family safeguarding model, where families are provided with statutory social care support. Due to the significant impact of relocating the service, including system migration there has been uncertainty and discussion around service evaluation and how this is best determined across the services.</p>	G
			86.0%	91.3%	-	↓		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Older People – Underlying overspend pressure brought forward from 2021/22.	£4.000m	Older People – Delays and reduction in admissions.	(£4.000m)	
Older People – Delays in delivering savings due to timing and capacity restraints.	£2.600m	Adults – Staffing vacancies within the service.	(£2.300m)	
Lifelong Services – Underlying overspend pressure brought forward from 2021/22.	£1.400m	Adults – In year staffing budget surplus generated from the implementation of the new pay grades for social workers and occupation therapists.	(£1.300m)	
Lifelong Services – Delays in delivering savings due to timing and capacity restraints.	£4.400m	Adults – Deferral of the use of the Market Management Fund.	(£2.200m)	
		Adults – Reduction in the reablement block contract – lower level of service than sought is being delivered.	(£0.600m)	
		Adults – Other funding opportunities – including additional Better Care Funding.	(£2.000m)	
Adults Services Portfolio - Total	£12.400m		(£12.400m)	(£0.000m)

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Q1	Action	Trajectory	
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	4,391	↘	Customer numbers are around 300 lower than June 2021, mainly due to reducing admissions.	↘
		% increase in the average gross weekly cost of a care package for older people	5.4%	↘	Waiting lists are growing, so, if these cannot be managed, some rebounding is likely.	
		% increase in the average net weekly cost of a care package for older people	8.4%	↘	Although average costs are rising, the rate is lower than the uplifts agreed for providers in 2022/23, which is in line with the savings target for customer reviews.	

Key:

Arrow:	Decreasing	↘	Increasing	↗	Static	↔
Colour:	Improving	Green	Worsening	Red	Static	Yellow

Financial Narrative on the Portfolio's Position

- Although the Adults Services Portfolio is projecting a balanced budget, the challenge for 2022/23 is to deliver £15.8m of savings; of which, £14.5m require action to enable delivery. Progress to date has been limited, so the

budget is already under significant pressure. That risk is concentrated in the Older People and Lifelong Services budget.

Older People Care Costs

4. The number of older people with a care package continues to fall and is now over 110 lower than in March and almost 300 below the comparative figure for June 2021. This is not an outcome for which the County Council had planned, because it was expected that demand would rise in line with population growth, for which additional funding has been provided.
5. That position is not attributable to excess deaths as the number of people who have passed away per month since January 2022 has been close to the long-term average. Instead, it is a reflection of a pronounced reduction in admissions. These averaged around 200 per month in the first half of last year, before falling to approximately 150 in the second half. Amongst the main explanations for this are rising waiting lists (at all levels from initial contact to assessment) and market shortages of available care. Consequently, management of those waiting lists over the coming months will be key to determining whether the current position can be sustained.
6. Average weekly costs remain largely in line with budget assumptions. Key to note is that the amount being paid in June was lower than in April, despite an average uplift for providers of 9% having been agreed for 2022/23. That fall is a leading indicator of the initial impact that the review of customer packages is achieving. This aims to embed a strength-based approach whilst delivering an average reduction in cost of 10% as part of the savings target from community care.
7. In other circumstances the combination of falling demand and stable prices would free the growth funding allocated for 2022/23 to cover the underlying £4m overspending pressure in the older people's budget carried forward from 2021/22. However, the picture is less favourable, due to delays in the delivery of savings. Although plans have been prepared, the return on these is building more slowly than required. In part this is because of workforce constraints, which are putting a cap on the amount of activity which can take place.
8. Another complicating factor is that there is often a time-lag in arising benefits thus are not immediately visible in the accounts; so, it is on this caveat that an overspending risk of £2.6m exists. That figure assumes that plans for the remainder of the year will be delivered in full. Since there is an amount of £3.4m attached to these, even a small variation will materially worsen the outturn.

Lifelong Services Care Costs

9. There is even greater risk facing the Lifelong Services budget. If measured by weekly expenditure and allowing for the price uplifts agreed by the County Council for 2022/23, outwardly there is an appearance of stability.
10. That presentation masks the absence of any contribution of note towards a savings target of £8.5m. Nevertheless, additional capacity has recently been recruited which should lead to impetus being created. Delivery plans have also

been confirmed that will put momentum around other workstreams. If delivered in line with service forecasts, £4.1m of benefits will be secured in the last three quarters. When added to underlying overspending pressures of £1.4m brought forward from 2021/22, this leaves a projected overspend in Lifelong Services of £5.8m.

Summary Position

11. Between the Older People and Lifelong Services budgets, the cumulative overspending pressure is £8.4m. As things stand this can be mitigated from opportunities available elsewhere in the budget:
 - £2.3m of vacancy savings. Within parts of the social work teams and occupational therapy, turnover is currently running at 20%. In addition, in-house day services have yet to return to pre-Covid activity levels.
 - £2.2m from the market management fund created as part of the fees uplift decision report. Use of this could be deferred until 2023/24.
 - £1.3m funding available from the new pay grades for social workers and occupational therapy. The budget recognises the potential full cost of the arrangements that were introduced in May. Since staff will reach the top of their new pay scales over time, there will be underspending during the intervening years.
 - £0.6m reduction in the reablement block contract because a lower level of service than was sought is being delivered by the provider.
 - £2.0m from other funding opportunities, including in relation to the Better Care Fund where there has been an increase in the County Council's allocation for protection of social care.
12. This enables a balanced budget forecast to be made for Adults. However, it is contingent on £7.5m of savings being realised in the rest of the year and on effective management of waiting lists for older people. Whilst it would be premature to see either of those outcomes as being certain, it demonstrates the extent to which the outturn will depend directly on service actions. If delivered successfully, the timing delays to date will be manageable within the limits of existing resources. It will also ensure that full year benefits will be available from 2023/24 onwards. If that is not the result, the budget will overspend and will require a draw-down from the £6m of uncommitted resources carried forward from 2021/22 through the Improved Better Care Fund. That would make for second best use of funding that otherwise would be available for transformational purposes as well as jeopardising the ability of the service to balance its budget in 2023/24.

Revenue Grant Update

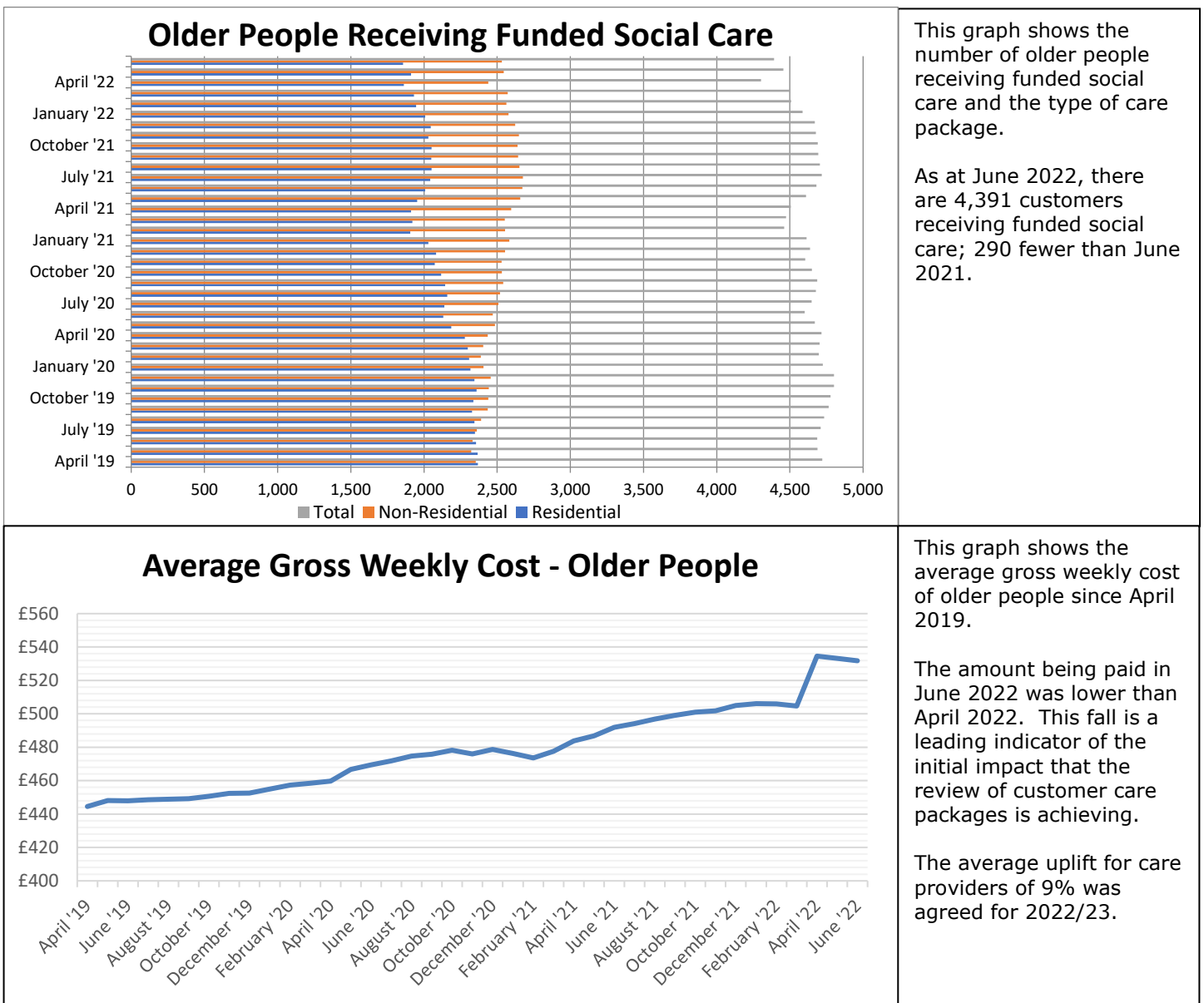
13. In June the County Council was awarded £98,649 of Adult Social Care Charging Reform: Implementation Support Funding. It is assumed that this non-ringfenced grant will be allocated to the Adults Service Portfolio and employed

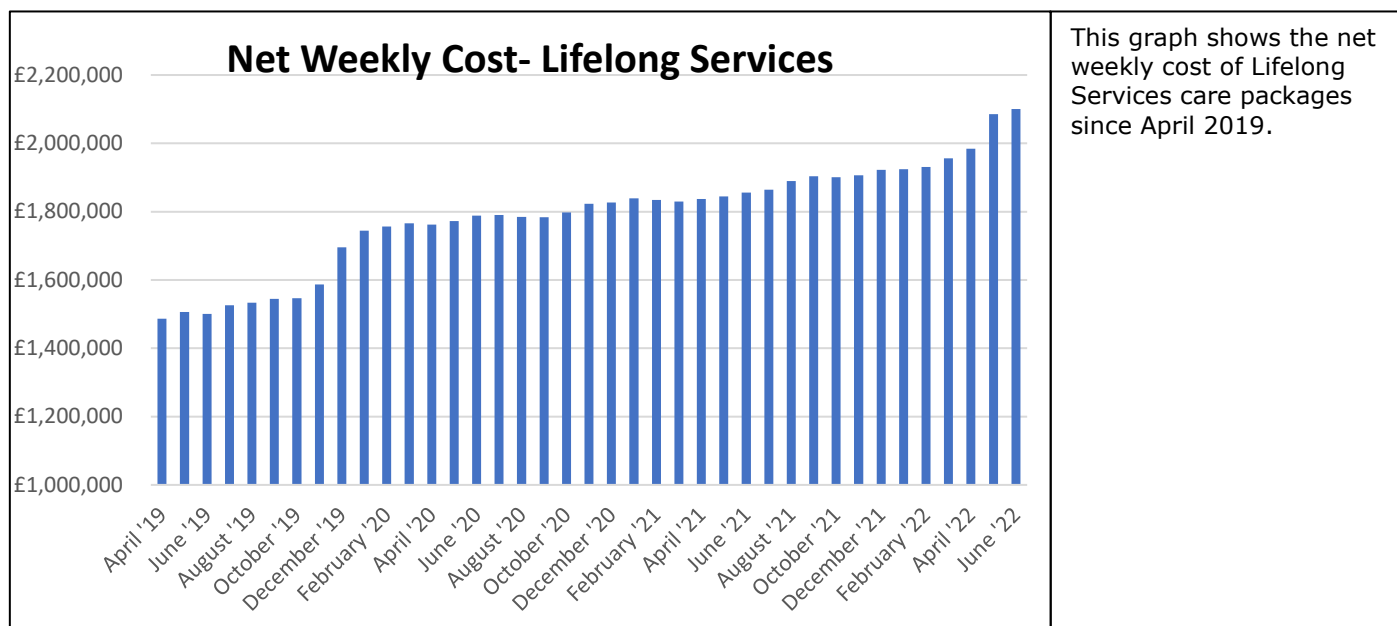
in accordance with the grant guidance to contribute towards the cost of the required preparations for the Social Care Charging Reform.

Covid-19 Expenditure Update

14. As the pandemic continues, there remains a need to provide quality services and assistance to residents. Within the Adult Services Portfolio, a need to continue to fund locum staff to manage the impact of the pandemic has been identified. This has resulted in £1.2m of the non-ringfenced Covid-19 grant being earmarked for 2022/23.

Cost Driver Information





Savings Delivery Update

15. Since 2020/21, a number of planned savings within the Adults and Health Portfolio have been significantly impacted by the pandemic. As part of the budget setting process for 2022/23, £9.0m of previously unachieved on-going savings were reviewed to ensure realistic savings plans were incorporated.
16. This review led to the £9.0m of the unachieved 2020/21 and 2021/22 savings being re-cast, with new plans developed for each of the individual saving workstreams. These savings, along with the £6.8m 2022/23 planned savings means that the Portfolio has an overall savings target of £15.8m.
17. However, delivery to date has been limited with £7.0m currently reported as 'At Significant Risk' and a further £7.5m reported as 'At Risk'.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	June 2022		Narrative
Review of in-house residential services	640	640	B	A decision to close Marjorie Cobby House was made by Cabinet in November 2021 and has now been implemented.
Review of Shaw day services	250	250	B	A decision to close Shaw day services was made by Cabinet in November 2021 and has now been implemented.
Increase supply and use of shared lives carers	448	448	G	Recruitment and training of additional shared lives carers has taken place. Although this did not enable any additional placements to be made before 31st March, it is expected that it will mean the saving is delivered in full in 2022/23.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	June 2022		Narrative
		Value	Rating	
Community Care	7,200	2,700	A	Plans have been developed. Progress to date has been limited, partly due to workforce constraints.
		4,500	R	Savings that will not be delivered in 2022/23 because of timing reasons.
Redirecting residential customers to home-based care	1,000	1,000	A	Plans have been developed. Progress to date has been limited, partly due to workforce constraints.
Non-residential customers to remain at home with reduced package	1,990	1,166	A	Plans have been developed, which are in the process of being implemented.
		824	R	Savings that will not be delivered in 2022/23 because of timing reasons.
Continuing Healthcare	2,060	560	A	Plans have been developed, which are in the process of being implemented.
		1,500	R	Savings that will not be delivered in 2022/23 because of timing reasons.
Placement costs	1,000	1,000	A	Plans have been developed, which are in the process of being implemented.
Occupancy of Shaw contract	1,250	1,074	A	Plans have been developed, which are in the process of being implemented.
		176	R	Savings that will not be delivered in 2022/23 because of timing reasons.

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

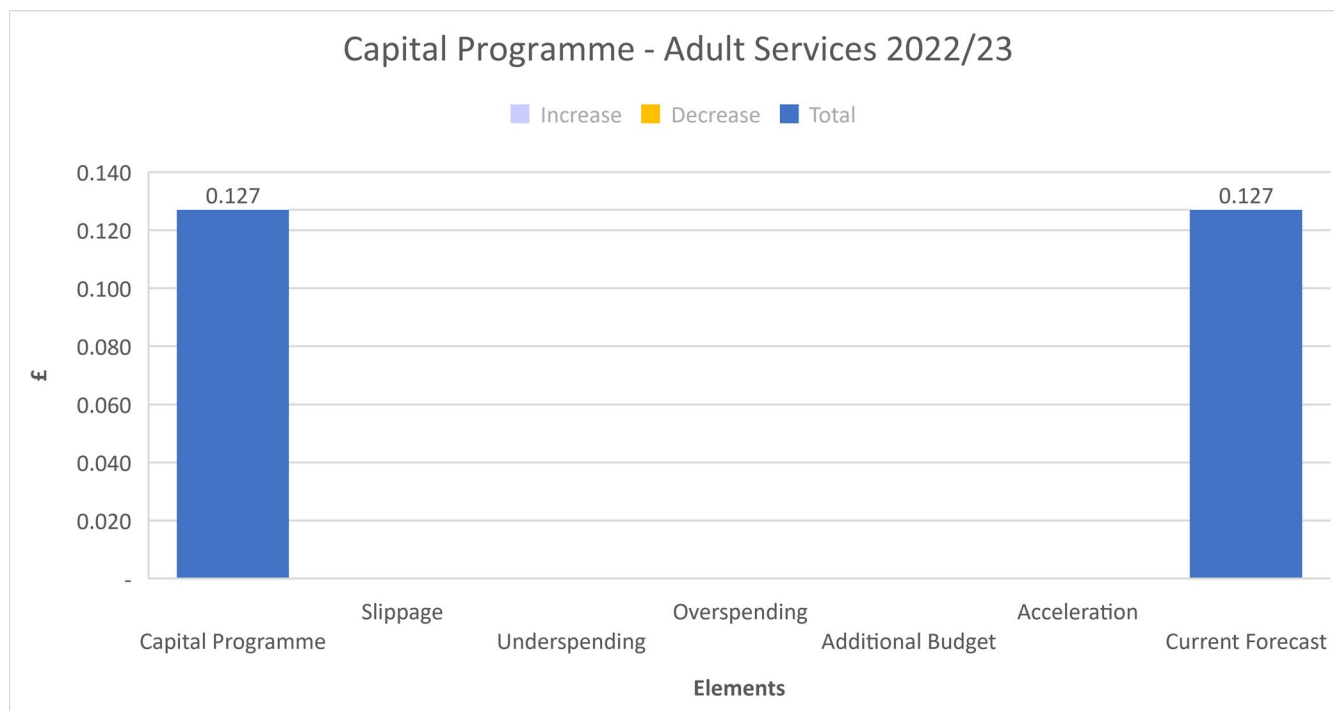
Performance Summary - Capital

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

Scheme	RAG Status at 30 th June	Reason	Latest RAG Status	Updated Position
Adults In-House Day Services Part B - Laurels	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B - Rowans	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B - Glebelands	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.

Finance Summary - Capital

19. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £0.127m for 2021/22. As at the end of June, the profiled spend has remained the same.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
Underspending – Unused funding following the completion of projects.
Overspending - Projects that require further funding over and above the original approved budget.
Additional Budget – Additional external funding that has entered the capital programme for the first time.
Acceleration – Agreed funding which has been brought forward from future years.
Current Forecast – Latest 2022/23 financial year capital programme forecast.

20. The latest Capital Programme Budget Monitor is reported in **Appendix 3**.

Risk

21. 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	<p>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, Occupational Therapists), 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.</p>	25	25
CR74	<p>The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism. The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.</p>	New	15

22. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.