

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Work has been underway since September 2021 to build a longer-term vision and strategy for adult social care, co-designed with staff, customers, carers and partners. The creation of the strategy will understand better what has changed for people since the start of the pandemic and what they want from their lives, so the care and support provided can be shaped to meet the needs and expectations of the people the County Council supports. It will also allow the County Council to reflect on what is most important to people and look to commission, deliver or enable services to be delivered in a way that meets people's expectations and support the commitment to person-centred care, with the voices of customers and carers at the heart of their own care and support as set out in the recently published White Paper. The first phase of co-design activity was completed following a two-month process of nine workshops, 17 focus groups and a survey that has yielded almost 1,000 responses. The draft strategy has been shared with everyone who has been involved in its creation before being finalised and will be considered for approval by Cabinet in February 2022.
 - The County Council has continued to work in partnership with health partners, developing a joint winter plan, including additional measures due to the spread of the Omicron variant, to facilitate the timely discharge of 2,224 patients from hospital over the quarter. The importance of managing the flow of patients through hospital settings has been essential with the continued impact of Covid-19 on hospital admissions.
 - The Joint Carer Strategy 2021-2026 was endorsed by the Health and Wellbeing Board and provides a clear direction of travel for carer identification and support in West Sussex. The strategy was developed with carer engagement of all ages as well as wider stakeholders and aims to ensure carer recognition, provide targeted support, advance equality of access, contingency planning for young carers, limit financial hardship and reduce carer isolation.
 - Work has continued through the Learning Disability Partnership Board, to raise Learning Disability Awareness. Partner organisations, including the NHS, Voluntary Sector and District and Boroughs have been assessing health inequalities with the focus on life expectancy, reasonable adjustments to make sure people can access services and digital inclusion. A specific set of targets are being set, identifying the actions required to achieve results, which the Health and Wellbeing Board will monitor over the next year.
 - The County Council continues to remain on track to reduce admissions to residential and nursing homes for working age adults and older people, in line with our corporate priority to maximise independence in a personal 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 current trajectory continues to indicate a

reduction from 2020/21 admissions and puts West Sussex in line with regional local authority peers.

Our Council Performance Measures

Adults Services	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		Jun-21	Sep-21	Dec-21				
11 Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20-30%	47.1%	44.9%	50.8%	↓	Demand and increased acuity of customer need remains high, something which is a national trend. The Government's evidence review for adult social care reform published in December 2021 details 'as more people live to older ages, more of us are living with illness and disability, often with complex comorbidities and more challenges in managing everyday life'. This trend continues to impact the County Council's ability to resolve peoples need through universal, low level or preventative services at the front door. However as with Q1 and Q2, Q3 data may be subject to adjustment as there is a degree of lag in reporting due to the presence of waiting lists in services.	Monitoring demand and complexity of need will continue as will working with health and voluntary and community sector partners, as part of the emerging Adult Social Care Strategy 2022-25 to look to address this national trend in West Sussex.	R
12 Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65-75%	46.6%	47.6%	31.2%	↓	Note further adjustments to performance for Q1 (46.6%) and Q2 (47.6%) which reflects the outcome of further support plans being determined. Q3 data will also be subject to change as more assessments are completed and support plans determined. Performance for Q1 and Q2 remain below target which continues to indicate 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 the development of a support plan. Peoples needs are being met through alternative service provision including preventative services such as reablement.	The service will continue to monitor demand and capacity in respect of this measure throughout quarter 4 and predicts that performance will not improve enough to achieve the target as set. The reasons for this will be reviewed as part of target setting for the next financial year.	R
13 Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	56.3%	63.3%	58.2%	62.8%	↓	Although the conversion rate has increased this quarter, safeguarding concerns that have become Section 42 enquiries have been audited and officers are assured that the decision making against the County Council's safeguarding criteria is robust.	The Safeguarding Adults Board has drafted new threshold guidance to help partners understand when to raise safeguarding concerns and when alternative options may be more appropriate. As it is unknown how many safeguarding concerns will be received in quarter 4 and whether these will be converted to Section 42 enquiries, the end of year RAG rating remains amber even though performance for quarter 3 is red.	A
14 Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	2.2 Months	2.9 Months	3.4 Months	↓	Further increase, which is due to the continued increase in volume and delays in work being completed due to Covid-19 in homes, staff sickness and some recruitment challenges. Performance is still below target though so reasonable confidence we will maintain position below the 4.4 months, until year end.	Ongoing monitoring.	G
36 Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	85.5%	85.4%	81.3%	↓	Data is not available for this quarter due to issues with data collection, following changes to workflows and processes. However, the service continues to be impacted by reduction in staffing levels due to covid, which has reduced capacity in the service. In addition the complexity of customers remains high. The service has also in this quarter provided service to non-reablement customers to support service failures in the domiciliary care market. These impacts are likely to have a negative impact on this performance indicator.	Contract management and oversight will continue throughout quarter 4, working with the provider in respect of performance mitigations that are within the control of the County Council.	A
37 Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	27.1%	27.9%	28.5%	↔	Performance is marginally above target, so intervention not required at this stage. Will continue to be monitored.	Ongoing monitoring.	G
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%	69.4%	67.1%	63.4%	↓	Performance has deteriorated due to Covid-19 (and specifically Omicron demands and the pressure from hospital discharge flows, and staffing). All statutory work has been considered and prioritised (based on levels of risk) and majority of reviews have been temporarily paused.	Once the immediate Covid-19 pressures have reduced, recovery measures will be put in place. This includes a plan to introduce dedicated review teams which will be progressed throughout quarter 4. As these teams will be not be in place until later in the quarter, it is unlikely that the target will be met by the end of the financial year.	R
39 The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	0.4%	0.4%	0.6%	↔	Although there is slight improvement in performance in quarter 3, this measure is dependent on case reviews/assessments within the last 12 months to record employment, which has not been undertaken due to overall capacity issues within the service during this quarter.	Work will be undertaken throughout quarter 4 to complete case reviews/assessments, which is expected to see a significant increase in performance.	R
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%	71.0%	52.0%	67.0%	↔	This is an NHS led measure and is dependant upon the number of customers open to the Sussex Partnership Foundation Trust Mental Health Trust. Current performance has increased and this trend is likely to increase as reviews are undertaken and outcomes are recored through to year end.	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 Sussex Partnership Foundation Trust.	A
44 Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	91.0%	89.1%	86.0%	↓	Of the clients asked, 32 agreed or strongly agreed that they felt safer. This equates to 86%	The IDVA (Independent domestic violence advisor) service is currently under review, in line with the implementation of the family safeguarding model. A part of this review will include data recording mechanisms, with an emphasis on consistently capturing client outcomes. The domestic and sexual violence community safety lead officer will attend quarterly operational meetings to reiterate the importance of Insights completion for all clients, and offer support around this process as required. The operational service and early help MASH (Multi agency safeguarding hub) manager is aware of the need to consistently complete the data capture forms, and will ensure this is a part of routing duties for each IDVA.	G

[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 (Covid-19 position is reported in Appendix 2)	£2.227m	Covid-19 Grant – Assumed funding from Covid-19 grants and contributions (Covid-19 position is reported in Appendix 2)	(£2.227m)	
Older People – delays in delivering 2021/22 savings due to increased care costs and demand	£4.361m	Covid-19 Grant – Allocation of Contained Management Outbreak Fund (COMF) towards eligible costs within Older People and Learning Disability cohorts	(£8.482m)	
Delays in delivering 2021/22 savings from the closure of Marjorie Cobby House and Shaw day care services. Delayed until April 2022.	£0.890m	Covid-19 Grant – Use of Omicron Support Fund and the Workforce Recruitment and Retention Fund to manage market pressures	(£1.825m)	
Older People – continued rising cost of care packages and reduction in additional income assumption following backdated assessments	£6.862m	Use of external funding sources including Winter Pressures Grant and Improved Better Care Fund (iBCF) to manage market pressures	(£1.675m)	
Learning Disabilities– delays in delivery of savings 2020/21 & 2021/22	£2.827m	Underspending from the closure of in-house services during the pandemic	(£0.631m)	
Learning Disabilities – expenditure relating to residence dispute adjudication outcome against the County Council (including backdated costs).	£1.800m	Various underspending across a mix of services	(£0.400m)	
Learning Disabilities –changes in care packages for a small number of customers with complex care needs	£0.673m	Further funding from Covid-19 grants, the Improved Better Care Fund (iBCF) and Adults and Health Pressures and Recovery Reserve	(£4.400m)	
Adults Services Portfolio - Total	£19.640m		(£19.640m)	£0.000m

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Q1	Q2	Q3	Action	Trajectory			
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	↔	4670	↔	Customer numbers remain close to pre-Covid levels. This represents less of a budget risk than care costs. These are being driven by market-related factors, especially shortages of care workers. At the end of quarter three, the real terms rate of price increase is 3.95%, 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%	↗	5.7%	↗		
		% increase in the average net weekly cost of a care package for older people	2.8%	↗	4.1%	↗	5.8%	↗		

Financial Narrative on the Portfolio's Position

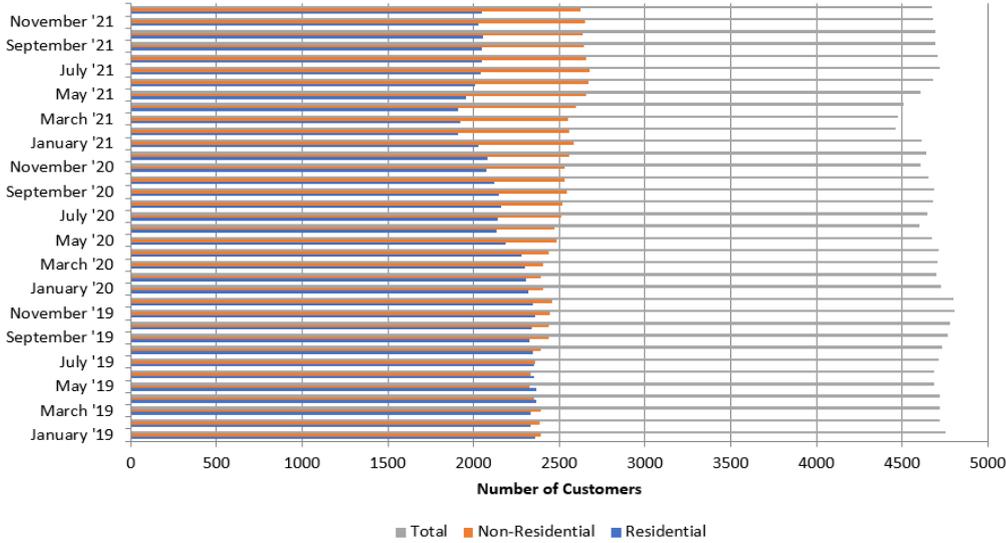
1. The Adults Services Portfolio is projecting a balanced budget at this time; however, the underlying overspending risk reported in September has increased from £10.3m to £12.9m. The main source of that pressure continue to relate to the cost of older people and customers with learning disabilities.
2. **Older People - Demand.** Outwardly demand remains steady. Customer numbers reduced by around 20 during the third quarter, which, in an historical context, is unusual for this time of year. At approximately 4,700, the total is now around 100 fewer than pre-pandemic levels. However, that position masks the increasing challenge that the County Council is facing in obtaining care. For a whole series of reasons, which include the needs of hospital discharge, workforce shortages, rising inflation and care homes that are closed to new admissions because of Covid-19, there is an imbalance of demand and supply in the market. This is manifesting itself in growing waiting lists and so there may be a spike in numbers at a future date if any unmet demand cannot otherwise be managed.
3. **Older People – Cost of Care.** The same factors which are limiting supply are also resulting in the cost of care rising sharply. The average cost of a care package, which now stands at approximately £505 per week, has grown by around £6 per week during the third quarter. This takes the increase for the year to date to 5.7% – the comparative figure in September was 4.5% - which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22.
4. Amongst other things, that statistic indicates that fewer residential providers are accepting new placements at the County Council's usual maximum rates. Over 60% of those admissions are now being made at an agreed rate and it is becoming increasingly common for providers to be seeking payment of over £1,000 per week for fairly standard provision. At the same time the fragilities within the domiciliary care market are causing short term residential placements to be used to hold customers until suitable care can be sourced to enable them to return home. In other circumstances, without the pressure the County Council is facing to ensure hospital beds become free as soon as people are medically fit to be discharged, much of this spending would not be seen as value for money. However, it is being incurred as the cost of a pandemic and has added £3.5m to projected care expenditure in 2021/22 since October. Fortunately, the conditions attached to the recently announced Workforce Recruitment and Retention Fund and Omicron Support Fund allow £1.8m of that expenditure to be charged against those allocations. When combined with uncommitted resources within the Winter Pressures Grant and the market fragility allocation in the Improved Better Care Fund this enables that £3.5m to be managed without detriment to the outturn position.
5. **Income from Customer Contributions to Care.** Due to financial assessments relating to the policy change that the County Council agreed in respect of the Minimum Income Guarantee (MIG), estimates have needed to be included in previous forecasts about the additional revenue that ultimately would be generated. Unfortunately, the increase in income that has followed has been lower than projected. In part this is because the proportion of

customers contributing towards a non-residential package was expected to return to its pre-pandemic level of circa 75% but has remained consistently below 70%.

6. In addition, the County Council has recently made a decision not to uplift non-residential contributions in 2021/22 for existing customers to avoid the possibility of any further increases in this financial year for those people who have been impacted by the changes to the MIG). The combination of those factors means that the additional income will be £1.5m less than estimated. Despite this, income will still be in-line with the budget and the loss is of a contribution which would have helped mitigate overspending pressure.
7. **Learning Disabilities.** – For the County Council’s share of the pooled budget, the projected overspend on Learning Disabilities has risen by £1.5m from £3.8m to £5.3m. Over half of that increase (£0.8m) relates to two customers where responsibility for residence has been disputed. In both cases, adjudications have recently been made against the County Council. Such decisions are backdated (one to 2014, the other to 2016) and so will result in payment of historic arrears as well as on-going care costs. This takes the number of such cases that the County Council has lost in the last six months to four. Between them, they account for £1.8m of the total Learning Disabilities overspend, though as circa £1.4m is bound up in the arrears this will be one-off in 2021/22 rather than spending that will recur. The remaining £0.7m is a consequence of changes in package costs for a small number of customers with particularly complex care needs.
8. **Summary Position.** Between the Older People’s budget and Learning Disabilities, the aggregate increase in pressure is £3m. After allowing for £0.4m of underspending across a mix of other budgets across the service, the overspend estimate becomes £12.9m. Given the extent to which the causes are attributable to Covid-19, £8.5m of this is chargeable against the County Council’s Covid-19 Contained Management Outbreak Fund (COMF) grant allocation. This leaves a balance of £4.4m, which will be covered from either the Improved Better Care Fund (iBCF), further Covid-19 grant funding or the Adults and Health Pressures and Recovery Reserve of £4.7m that was created at the end of 2020/21 to meet Covid-19 recovery expenditure. Those options enable the overall forecast for the Adults budget to be a balanced outturn.
9. Nevertheless, this commentary has underlined the turbulence that the service is currently facing, most of which is driven by external factors outside of immediate control. Without the availability of substantial additional Government grant funding, the outcome would have been significant overspending. Consequently, the outlook for 2022/23 and beyond is critically dependent upon the extent to which stability returns to the market. Unless that happens, it is highly likely that price competition for care will continue, leaving the budget exposed to all of the risks that this will carry. This is especially relevant for next year as large swathes of planned savings are planned are predicated on actions that will aim to make the cost of care more sustainable.

Cost Driver Information

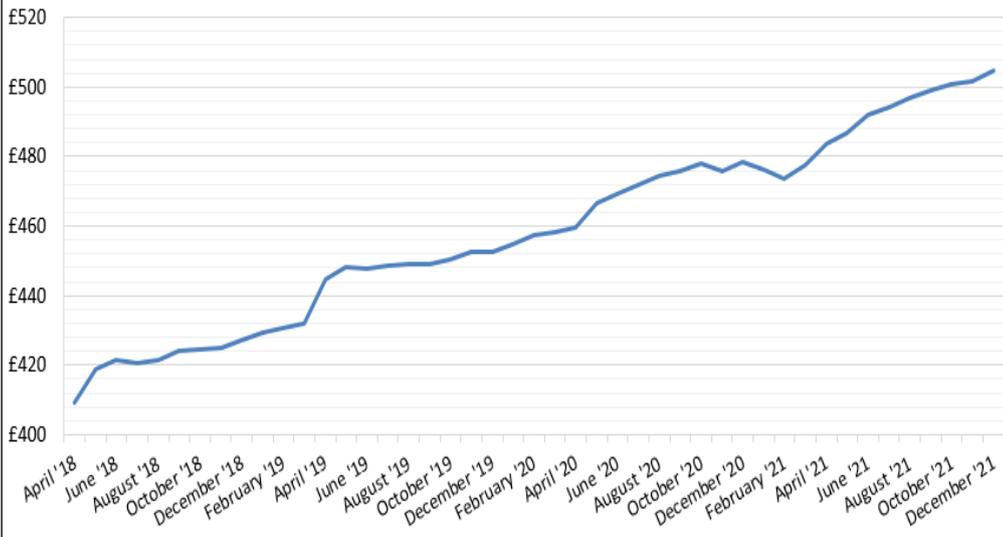
Older People Receiving Funded Social Care



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.

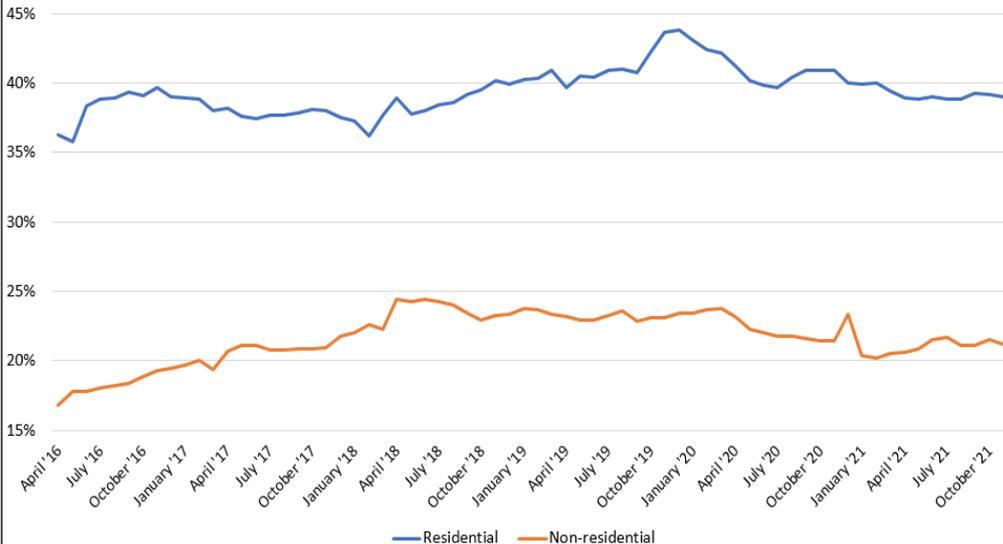
Average Gross Weekly Cost - Older People



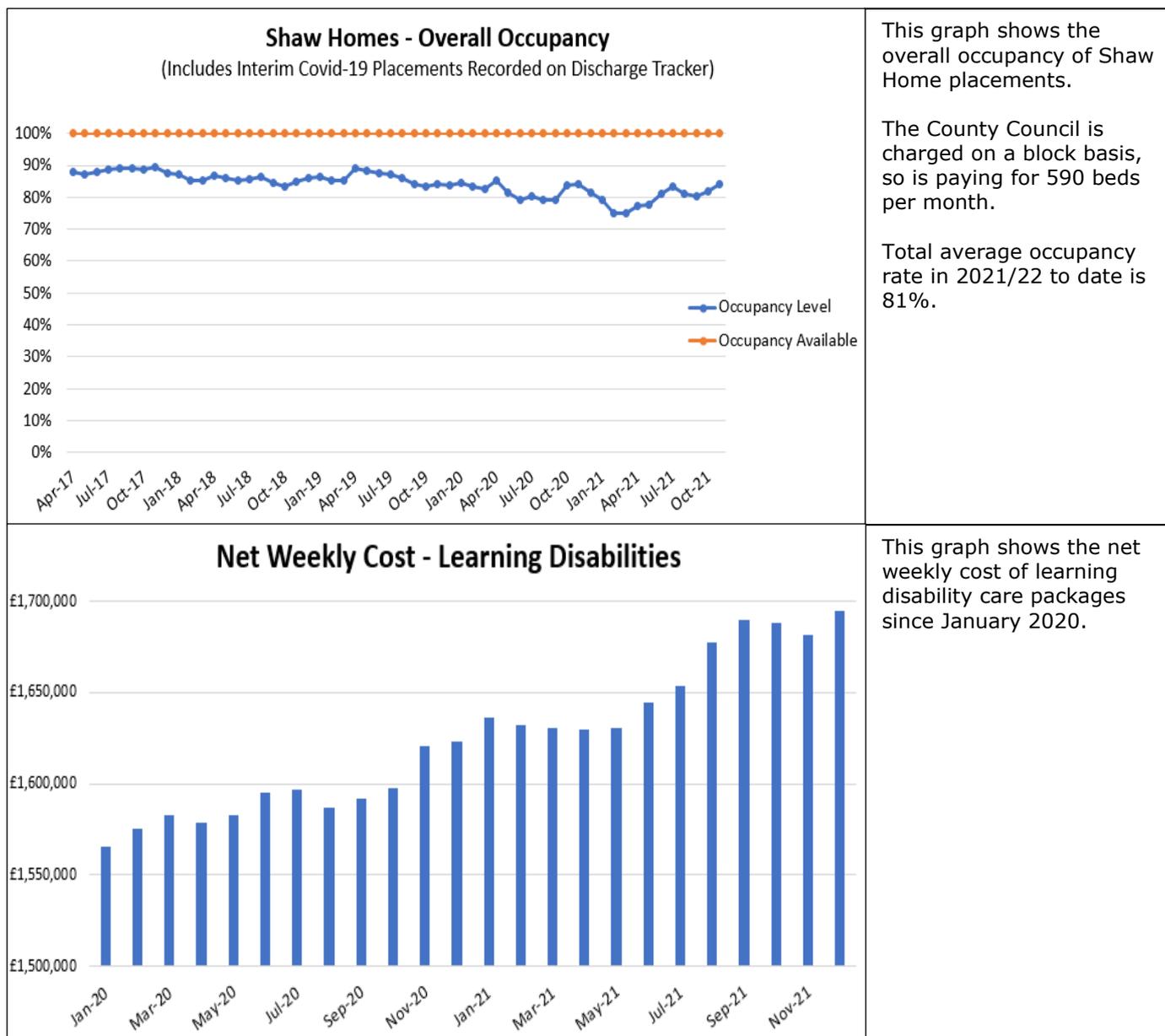
This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 5.7% higher than at the end of March which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22.

Income as a Percentage of Gross Package Cost - Older People



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

10. 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	December 2021		Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G	Plans being reviewed as part of service budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	G
		1,100	R Covid19		A

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
Review of in-house residential services (<i>Older People</i>).	640	640	R	A decision to close Marjorie Cobby House was made by Cabinet in November. This will result in the saving being delivered in full in 2022/23. The shortfall in 2021/22 is substantially mitigated from savings that have arisen whilst in-house day services have been closed during the pandemic.	G
Review of Shaw day services (<i>Older People</i>).	250	250	R	A decision to close Shaw day services was made by Cabinet in November. This will enable the saving to be 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 have been laid as part of budget preparation for 2022/23 to avoid this becoming a recurring pressure.	A
Non-residential customers to remain at home with reduced package (<i>Older People</i>).	890	200	G	Savings to date from the additional capacity available in the Reablement contract.	G
		690	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. When the decision was made in February 2021 to invest additionally in the contract, funding was earmarked from the Improved Better Care Fund to mitigate the risk of under-performance in its first year, so this will not result in overspending.	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 have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Increase number of customers supported by live-in care (<i>Learning Disabilities</i>).	106	106	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Reduce use of single person services for customers where shared services may be suitable (<i>Learning Disabilities</i>).	114	114	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Review of Agency Staffing	108	108	B		B

Savings Key:

R Significant Risk
A At Risk
G On Track
B Delivered

Capital Programme

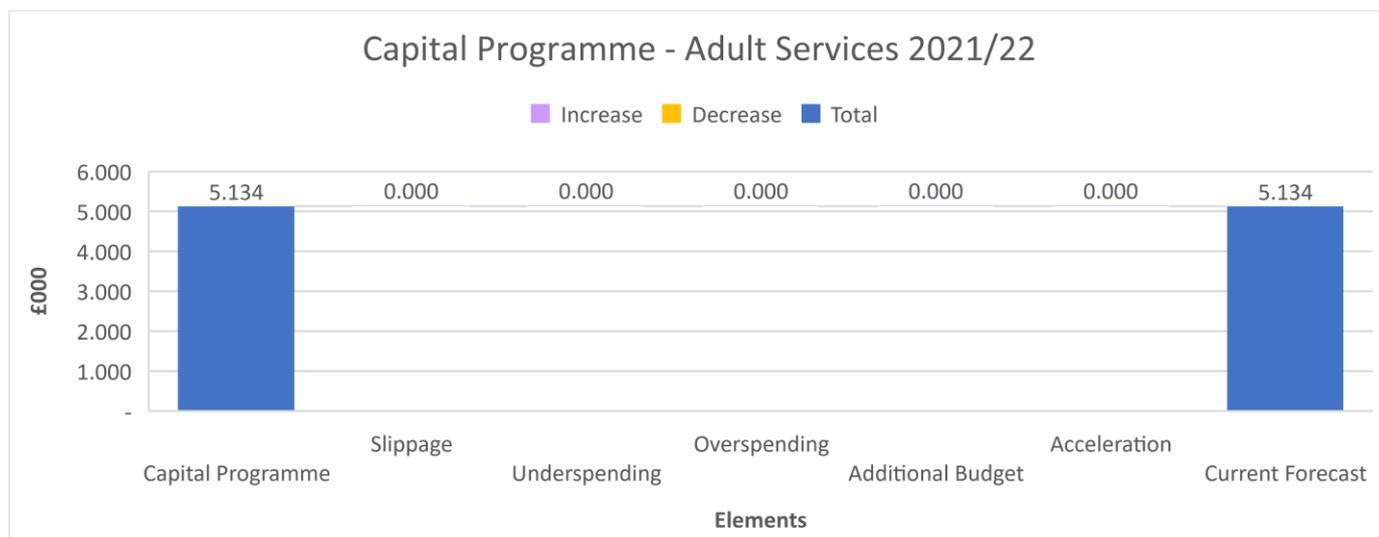
Performance Summary - Capital

11. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the schemes are progressing as planned and three schemes are 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 progress of schemes which are not rated green are detailed in the table below.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Adults In-House Day Services Part B - Laurels	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.
Adults In-House Day Services Part B – The Rowans	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.
Adults In-House Day Services Part B - Glebelands	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.

Finance Summary - Capital

12. 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.
13. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £5.134m.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 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 2021/22 financial year capital programme forecast.

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

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

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

Risk

16. 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

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