

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Like other parts of the country, the health and social care system in West Sussex continues to experience significant pressure. The reasons for this are complex but include high demand from our partners and residents, workforce shortages and continuing to support and recover from the Covid-19 pandemic. The County Council's priority is to support individuals who need critical and urgent care or where there are urgent safeguarding concerns, ensuring people are contacted immediately or within 24-48 hours. The service continues to do everything it can to reduce the delay people may be experiencing and are working closely with partners to ensure that vulnerable people are kept safe and well, in line with the commitment set out in Our Council Plan. Even with this pressure 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 through information and advice as well as the provision of preventative services.
 - Adult Social Care in West Sussex continues to embed a strength-based approach to practice, which emphasises people's right to self-determination and strengths, being customer-led, with a focus on future outcomes and strengths that people bring; and reflects the priorities as set out in Our West Sussex Plan and the Adult Social Care Strategy 2022-25. The ongoing focussed review of existing social care packages has allowed teams to work with customers and their families to reduce and, in some cases, remove packages of care. Customers have reported that this has significantly improved their quality of life and sense of independence.
 - Adult Social Care staff and customers held a Directly Provided Services Co-Production Event in support of people and organisations working together to share influence, skills and experience to design, deliver and monitor care services and projects. This event provided an opportunity to showcase and celebrate many of the Social Care co-production projects over the last year as well as facilitate networking and future planning, including a newly designed co-production toolkit for staff to utilise.

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	Year End Forecast
13	Measure: 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%	2021/22	Jun-22	Sep-22		G
			8.4%	7.4%	9.5%		
Performance Analysis: Sep-22: There is a 2.07% increase on the Q1 data. This figure is likely to be inflated as a result of focussed safeguarding work on reviewing and closing safeguarding enquiries which have been open for longer than 60 days. A number of these enquiries will continue to have "risk remains" as people are able to choose to live with risk and no further action required from Adult Social care. Actions: We will undertake some random sampling to seek further assurance that when safeguarding risk is identified, this is being appropriately mitigated within the safeguarding plan.							
11	Measure: Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20% -30%	Mar-22	Jun-22	Sep-22		G
			24.7%	23.2%	22.0%		
Performance Analysis: Sep-22: Performance is within target, continuing to reflect the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative services. Actions: The Access Review Programme is ongoing and will provide a better understanding of the complexity of need being presented at the front door, to ensure ongoing good performance against this measure and maximising opportunities for resolution within the community.							
36	Measure: 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		A
			85.5%	85.4%	81.3%		
Performance Analysis: Sep-22: Council data is not available this quarter due to ongoing system issues that are impacting reporting, however, our provider is reporting a rolling year average of 71% and their latest recruitment drive as well as working to an Improvement Plan has contributed to the latest performance. Actions: Pathway and recording processes continue to be reviewed for reablement due to an ongoing in-year data quality issue. The review is part of the wider adult social care programme, which is unlikely to be resolved by Q3. However, our reablement provider continues to undertake extensive recruitment drives to improve performance.							
12	Measure: Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65% -75%	Dec-21	Mar-22	Jun-22		G
			76.3%	65.3%	62.0%		
Performance Analysis: Sep-22: Performance reported is for Q1, as data for this measure is retrospectively updated, to ensure that the outcome of the assessment and the need for a support plan have been completed. Performance for Q1 is slightly below the target range. Actions: This measure will be continually monitored and performance will be updated throughout the year to reflect the additional assessments.							
37	Measure: Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Mar-22	Jun-22	Sep-22		G
			28.5%	27.3%	26.4%		

Adults Services	2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Sep-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>						
38	<p>Measure: Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months</p> <p>Reporting Frequency: Quarterly</p>	77.0%	Mar-22	Jun-22	Sep-22	R
			60.0%	54.2%	52.5%	
<p>Performance Analysis: Sep-22: It is still expected that the percentage of reviews undertaken within a 12-month period will 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. Performance has slightly deteriorated from Q1 due to a reset of the project in Lifelong Services.</p> <p>Actions: The project continues to 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 throughout the year will improve the performance of this measure.</p>						
39	<p>Measure: The percentage of adults with a learning disability in paid employment</p> <p>Reporting Frequency: Quarterly</p>	3.8%	Sep-21	Dec-21	Mar-22	R
			0.4%	0.6%	1.1%	
<p>Performance Analysis: Sep-22: Performance is expected to improve to around 3% due to a recent data check that identified an additional 50 eligible individuals in paid employment, however this cannot be confirmed until the system upgrade issues have been resolved. An increase in eligible referrals is required to maintain this improvement, which will be supported by officers within commissioning.</p> <p>Actions: There is an 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 is ongoing and a project continues to focus on completing reviews/assessments 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>						
40	<p>Measure: The percentage of adults in contact with secondary mental health services living independently with or without support</p> <p>Reporting Frequency: Quarterly</p>	71.0%	Mar-22	Jun-22	Sep-22	A
			69.0%	69.0%	68.0%	
<p>Performance Analysis: Sep-22: Performance remains stable, even though it has dipped slightly from Q1 but remains close to target.</p> <p>Actions: Work will continue to promote a strength-based approach and reducing new admissions to residential care for customers with a mental illness. This is primarily an NHS measure, so social care have limited ability to influence the performance.</p>						
14	<p>Measure: Time to complete outstanding 'deprivation of liberty' cases</p> <p>Reporting Frequency: Quarterly</p>	4.4 Months	Dec-21	Mar-22	Jun-22	G
			3.4 Months	3.4 Months	4.1 Months	
<p>Performance Analysis: Sep-22: During this quarter, cases which would normally have been closed within the Adult Social Care client database system (Mosaic) have remained open due to linked internal processing issues. This has caused reported performance to appear to have deteriorate. However, run rate has remained the same.</p> <p>Actions: This processing issue will be rectified and cases closed on the Mosaic system at an earlier stage therefore performance results will become available in Q3.</p>						

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
44	Measure: Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	85.0%	Mar-22	Jun-22	Sep-22		G
			91%		86%		
<p>Performance Analysis: Sep-22: In the last reporting quarter, the Domestic Abuse Service has seen 69 clients closed following a period of full engagement with the service. The percentage of clients who reported feeling safer following engagement was 86%. Within the remaining 14%, most of these clients had disengaged from support, so we were unable to ask this question. In addition to the 69-clients closed in this period, we submitted 12 "other contact" forms, clients who received a short-term intervention but whom were all provided with safety planning advice.</p> <p>In addition to 86% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following:</p> <ul style="list-style-type: none"> • 75% reported improved wellbeing. • 76% reported their quality of life improved. • 76% were optimistic about the future. • 80% reported feeling more confident. <p>Actions: We have made progress in this last quarter to achieving this KPI target. We have promoted the recording of the evaluation data and provided refresher training to the team, to help ensure the team are consistently completing the Insights forms. This is not only to assist with evidencing this KPI, but also to highlight the positive impact the service is having on the clients who are accessing the support, and the difference they are making to people's lives in West Sussex. In this reporting period 51 out of the 69 clients exiting the service were subject of the closing questionnaire. In the last three months there have been an additional 114 client intake forms completed and I predict an increase in both Insights Intake forms as well as client closures in the next reporting quarter. This will reflect closures that are expected for clients who entered the service since July 2022.</p>							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Older People – Delays in delivering savings due to timing and capacity restraints, less one-off in-year saving on reablement contract (£0.355m)	£3.000m	Staffing vacancies within the service.	(£1.200m)	
Lifelong Services – Delays in delivering savings due to timing and capacity restraints	£4.238m	In year staffing budget surplus generated from the implementation of the new pay grades for social workers and occupation therapists	(£1.400m)	
Lifelong Services – Underlying overspending pressure	£3.462m	Deferral of the use of the Market Management Fund	(£2.200m)	
		Reduction in the reablement block contract – lower level of service than sought is being delivered	(£0.700m)	
		Use of Improved Better Care Fund	(£2.100m)	
		Other funding opportunities – including additional Better Care Funding	(£3.100m)	
Adults Services Portfolio - Total	£10.700m		(£10.700m)	(£0.000m)

Significant Financial Issues and Risks Arising

Narrative	Cost Driver	Q1		Q2		Action	Trajectory
Key cost driver data influencing the trajectory of the Older People's care budget	No. of older people with a care package	4,391	↘	4,415	↗	Despite being higher than the first quarter, customer numbers remain around 300 lower than September 2021. Allowing for population growth, this means that proportionately fewer people are receiving care.	↘
	% increase in the average gross weekly cost of a care package for older people	5.4%	↘	5.4%	↔	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. The increase in the net cost is expected to reduce once backlogs in financial assessments have cleared.	
	% increase in the average net weekly cost of a care package for older people	8.4%	↘	8.5%	↗		

Key:

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

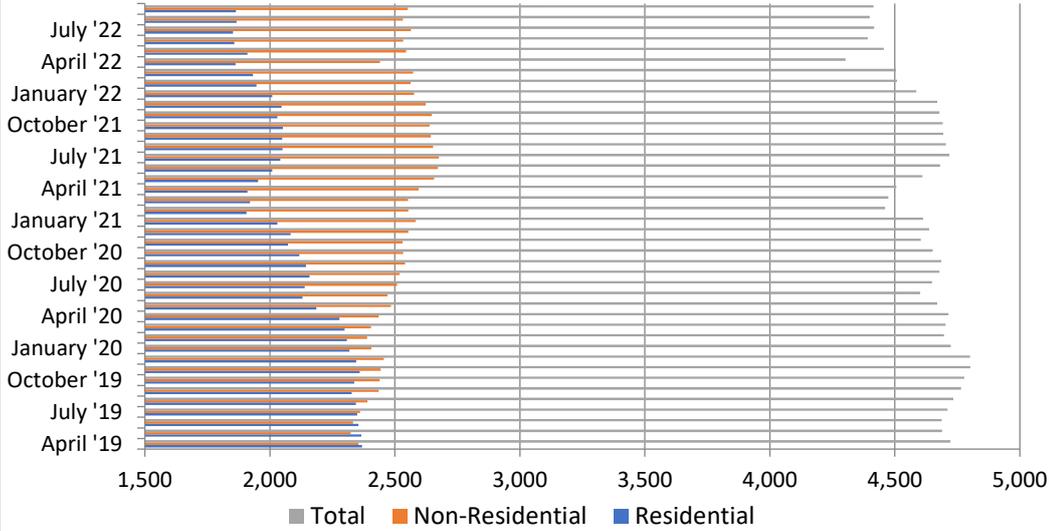
Financial Narrative on the Portfolio's Position

3. Taken at face value, the Adults budget continues to appear stable. The trajectory of average gross weekly costs for older people is particularly positive to note. At £534, it is 5.7% higher than in March 2022 (£505). In contrast, the County Council agreed average uplifts in April for providers of care for older people of approximately 9%. This means that the cost of packages has been reducing in real terms, which is a lead indicator of the good outcomes being produced by the savings target for community care reviews.
4. Despite outward appearances, the Adults budget is becoming increasingly challenging to forecast. Part of this is a reflection of the extent of changes that are taking place in the service as well as the consequences of staff vacancy rates which remain at 30% in some key areas. Amongst the implications of this are the following:
 - Processing backlogs in connection with the purchasing of care packages are increasing.
 - Delays in financial assessments.
 - Within Lifelong Services there are a number of disputes with third parties about financial responsibility for customers, which are subject to legal processes. All of these are expensive placements and so the resolution will have the capacity to make the Lifelong Services budget either more or less overspent.

5. The lack of certainty about issues such as these requires assumptions to be included in the forecast.
6. Progress in delivery of savings is slowing. In conjunction with Cabinet, a decision has recently been taken to pursue a target of £0.5m within Lifelong Services through an approach that defers its realisation until next financial year. Alongside this the level of activity in connection with community reviews and Shaw was below profile in September. Even if some of this can be recovered, the part-year implications will reduce the benefit that falls in 2022/23. The result is that net £7.2m of savings are no longer expected to be achieved this financial year. However, in all cases plans have been prepared which should still enable the target sums to be secured in the fullness of time.
7. The outcome is that the underlying overspending risk on care costs has increased by £2.3m from £8.4m to £10.7m since June. Of this, £3m relates to Older People and £7.7m to Lifelong Services. When combined with the risk factors described above, it follows that care costs need to be seen as existing over an overspending range, which stretches to around £14m in a worst-case scenario.
8. Nevertheless, the overall forecast remains a balanced budget, because the pressure is still expected to be mitigated. £8.6m of this will arise from a mix of largely one-off opportunities available elsewhere in the budget. These include:
 - £1.2m. Vacancy savings. Within parts of the social work teams and occupational therapy, turnover is currently running at up to 30%. In addition, in-house day services are still operating below pre-Covid activity levels.
 - £2.2m. Market management fund created as part of the fees uplift decision report. Use of this is being deferred until 2023/24.
 - £1.4m. New pay grades for social workers and occupational therapy. The budget recognises the potential full cost of 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.
 - £0.7m. Reduction in the reablement block contract because a lower level of service than was sought is being delivered by the provider.
 - £3.1m. 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.
9. The increase in the overspending forecast now also requires £2.1m to be drawn from the £6m of uncommitted resources carried forward from 2021/22 in the Improved Better Care Fund. This will make for second best use of funding that otherwise would be available for transformational purposes. In so doing it will substantially deplete that safety net, thereby adding to the importance of savings plans being brought to the point where they are ready to deliver in full from 1st April.

Cost Driver Information

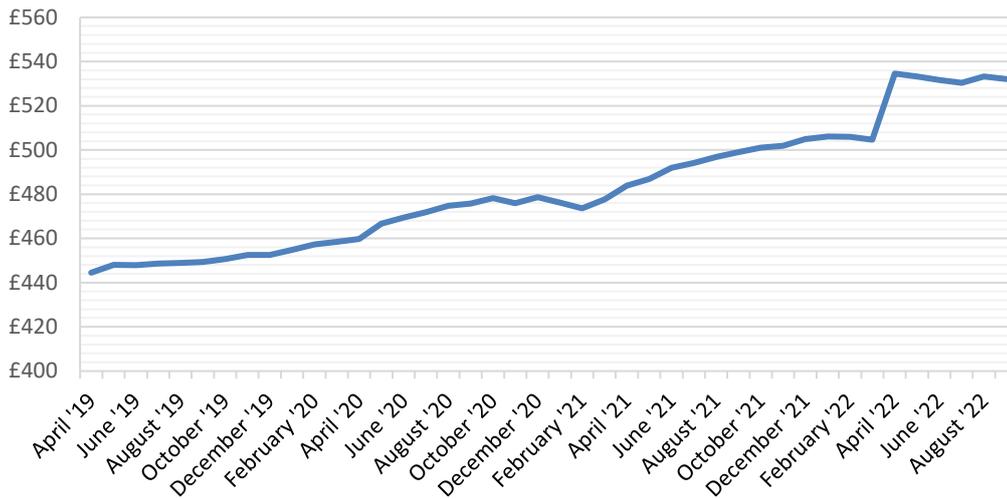
Older People Receiving Funded Social Care



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

As at September 2022, there are 4,415 customers receiving funded social care; 279 fewer than June 2022.

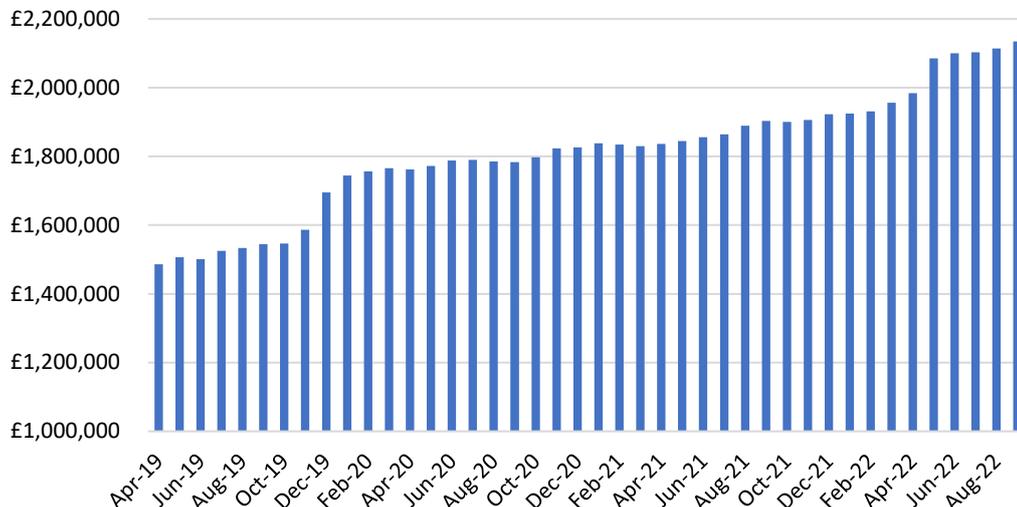
Average Gross Weekly Cost - Older People



This graph shows the average gross weekly cost of older people since April 2019.

The average amount being paid in September 2022 was £534; 5.7% higher than in March (£505). In contrast, the County Council agreed average uplifts in April for providers of care for older people of approximately 9%. This means that the cost of packages has been reducing in real terms.

Net Weekly Cost- Lifelong Services



This graph shows the net weekly cost of Lifelong Services care packages since April 2019.

Savings Delivery Update

10. 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.
11. 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.
12. However, delivery to date has been limited with £7.6m currently reported as 'At Significant Risk' and a further £5.0m reported as 'At Risk'.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	September 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, which should be the trigger for the delivery of the saving.
Community Care	7,200	1,000	G	Benefits from activity to date.
		1,508	A	Expected savings during the remainder of 2022/23 once financial benefits are received from all reviews undertaken to date and from activity that is planned between October and March.
		4,692	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	Saving combined with Community Care for delivery purposes.
Non-residential customers to remain at home with reduced package	1,990	953	G	Benefits reported by the County Council's reablement provider for the year to date.
		213	A	Expected savings during the remainder of 2022/23.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	September 2022		Narrative
		Value	Status	
		824	R	Savings that will not be delivered in 2022/23. Capacity constraints due to provider staff shortages will result in fewer additional hours of reablement being delivered than the County Council has procured. £0.355m of this will be mitigated through a reduction in the contract price, meaning that the actual shortfall is £0.469m.
Continuing Healthcare	2,060	1,730	A	Discussions over the eligibility of customers for Continuing Healthcare are taking place with the Sussex Integrated Care Board. It is expected that this will result in some cost recovery during the third quarter.
		330	R	Savings that will not be delivered in 2022/23 because of timing reasons.
Placement costs	1,000	1,000	R	Savings that will not be delivered in 2022/23 because of timing reasons.
Occupancy of Shaw contract	1,250	503	A	Occupancy of Shaw contract has increased significantly towards its target figure, but limited financial benefits have accrued to date because of processing reasons.
		747	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

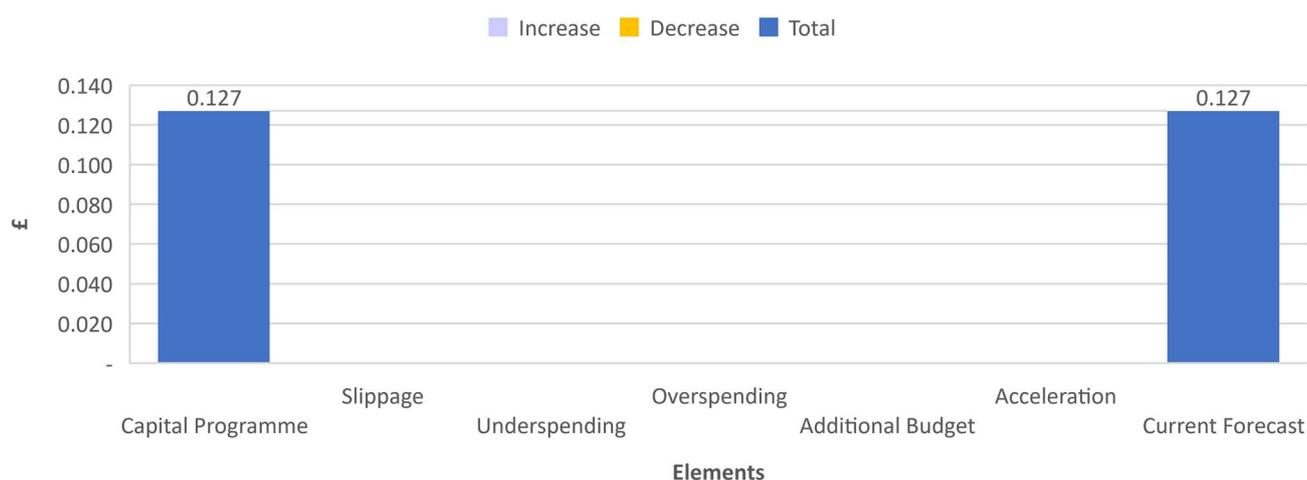
Performance Summary - Capital

13. There are four schemes within this portfolio which are all in within their final retention phase.

Finance Summary - Capital

14. 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 September, the profiled spend has remained the same.

Capital Programme - Adult Services 2022/23



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.

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

Risk

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

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, 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.	25	25

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR74	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.	15	15

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