

Adults Services Portfolio – Summary

Performance Summary

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

- The County Council's priority continues to be providing support to individuals who need critical and urgent care or where there are urgent safeguarding concerns, ensuring people are supported 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. In addition, due to the retrospective nature of measuring the percentage of adult social care assessments that result in a support plan, with quarter one data updated to 67.4%, this shows that the service is performing within the target range for this measure.
- Following a review of data collation, the percentage of adults with a learning disability in paid employment has risen to 3% this quarter and is now much closer to the 3.8% performance target. Moving into quarter four, as set out in the report, work will continue to engage the market to support people to prepare and access paid employment, with a plan to develop a Peer Support role, within Adult Social Care and continued strength-based customer reviews which should increase the numbers of people in paid employment further.
- More and more people in West Sussex are caring for our most vulnerable residents with 30,000 carers now registered for information, advice and support with our partner Carers Support West Sussex. Carers Rights Day fell within the quarter and was central to a communications campaign to highlight the support that is available to carers across the county. This year there was a particular focus on the support available to carers juggling work and care or looking to return to work or training following a period of caring. This work is integral to the commitments set out in Our Council Plan and the Adult Social Care Strategy to provide the necessary help and support to families/close support networks and ensure people are kept safe and well.
- During the third quarter, the Domestic Abuse and Sexual Violence team within Community Safety and Wellbeing received 195 victim/survivors allocated across the team. This equated to 164 victim/survivors referred into our high-risk Independent Domestic Violence Advisory (IDVA) service, 19 adult victim/survivors into our Independent Sexual Violence Advisory (ISVA) service and 12 young people referred into our Young Person's Sexual Violence Advisor (YPSVA). Across the team we currently have an active and open caseload of 403 victim/ survivors accessing our support.
- Worth Services saw a significant increase of referrals into the service throughout November and December 2022 compared to 2021 and 2020. This

spike in referrals correlated with the World Cup 2022 and the festive season. For quarter three, there were 482 referrals compared with 300 in 2022 and 253 in 2021. This is a 61% increase in referrals into the service in this quarter from last year.

- During this quarter, there have been 15 Multi Agency Risk Assessment Conference's (MARAC) in West Sussex and three MARAC Plus meetings. This has involved 302 case discussions for high-risk victims and perpetrators of domestic abuse. The Worth training team within the Community and Safety Team have also delivered seven various domestic abuse training sessions to 223 professionals working in West Sussex. This training has included Domestic Abuse Awareness, Impact on Children, Risk Assessment and MARAC and Domestic Abuse in Young Persons Relationships.

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	8.26%	Jun-22 7.40%	Sep-22 9.47%	Dec-22 8.04%	↑	G
	Performance Analysis: Dec-22: The Q3 data shows a slight improvement towards the 2022/2023 target figure. A number of these enquiries will continue to have "risk remains" as people are able to choose to live with risk with no further action required from Adult Social care. Actions: Audits have been undertaken and the findings are being analysed to help seek assurance that risk is appropriately being managed. Work continues to be undertaken on closing safeguarding enquiries open longer than 60 days.						
11	Measure: Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20% -30%	Jun-22 23.2%	Sep-22 22.0%	Dec-22 23.7%	↓	G
	Performance Analysis: Dec-22: Performance continues to be 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. Improvements have been made within business-as-usual activity, which has resulted in increased resolution at Care Point 2. Further areas are being identified which along with access review programme should maintain or improve the position. 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. Business as usual activity is also identifying measures to make improvements in the pathway.						

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
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: Dec-22: Council data is not available this quarter due to ongoing system issues that are impacting reporting. 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 Q4. 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%	Mar-22	Jun-22	Sep-22		A
			65.3%	67.4%	54.4%		
Performance Analysis: Dec-22: Performance reported is for Q2, 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 has been updated due to the retrospective nature of this measure and is now reporting as 67.4% and within 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%	Jun-22	Sep-22	Dec-22		A
			27.3%	26.4%	25.5%		
Performance Analysis: Dec-22: Performance remains broadly in line with other authorities. 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.							
38	Measure: Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	77.0%	Jun-22	Sep-22	Dec-22		R
			54.2%	52.5%	51.8%		
Performance Analysis: Dec-22: An extended piece of work is being considered for a 2-year review project within Lifelong Services which will greatly improve the performance, as well as embedding the strength-based approach. 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.							
39	Measure: The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.8%	Mar-22	Sep-22	Dec-22		A
			1.1%	2.1%	3.0%		
Performance Analysis: Dec-22: Performance has improved from 2.1% in the previous quarter following a review of data to ensure all people are being captured. Actions: Work will continue to engage the market to support people to prepare and access paid employment. Work has also commenced to codesign a new specification for day, employment and volunteering to further improve performance. In addition, a proposal has been drafted, which sets out a plan to develop a Peer Support role, within Adult Social Care. In conjunction with the review project, this will be very beneficial in increasing the numbers of people in employment.							

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
40	Measure: The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly	71.0%	Jun-22	Sep-22	Dec-22		A
			69.0%	68.0%	69.0%		
Performance Analysis: Dec-22: Performance remains stable and remains close to target. 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.							
14	Measure: Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Dec-21	Mar-22	Jun-22		G
			3.4 Months	3.4 Months	4.1 Months		
Performance Analysis: Dec-22: As in quarter 2, 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 deteriorated. Therefore, data has not been reported for this quarter. There have been increased referrals and limited capacity amongst external assessors which will be addressed throughout Q4. Actions: On-going monitoring and work to rectify the process issues will continue.							
44	Measure: Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	85.0%	Jun-22	Sep-22	Dec-22		G
				86%	97%		
Performance Analysis: Dec-22: In the last reporting quarter, the Domestic Abuse Service has seen 76 victim/survivors closed following a period of engagement with the service. The percentage of clients who reported feeling safer following engagement was 97%. In addition to the 76 clients closed in this period, we also submitted two "other contact" forms, clients who received a short-term intervention but whom were all provided with safety planning advice. Current data reflects that we asked and recorded the clients' views of their safety on 79% of clients closed. The 21% reported missing data all relates to clients who disengaged from the service mid-support and is therefore linked with unplanned exits from the service, whereby the client disengaged, and we would not have been able to ask about their safety or views on this. In addition to 97% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following: <ul style="list-style-type: none"> • 78% reported improved wellbeing. • 73% reported their quality of life improved. • 70% were optimistic about the future. • 77% reported feeling more confident. Actions: Due to the change in recording with the introduction of the Family Safeguarding Model we still need to establish more accurate reporting from the Domestic Abuse Practitioners in this service but the current picture does reflect the service from the high-risk domestic abuse service.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure (Additional agency cost – seven day working)	£1.193m	Covid-19 Grant – Assumed funding	(£1.193m)	
Delays in delivering corporate savings (£8.595m) and internal planned service savings (£0.805m) due to timing and capacity restraints	£9.400m	Staffing vacancies within the service.	(£1.800m)	
Older People – Market-related pressure	£2.900m	Deferral of the use of the Market Management Fund	(£2.200m)	
Lifelong Services – Underlying overspending pressure	£1.800m	In year staffing budget surplus generated from the implementation of the new pay grades for social workers and occupation therapists	(£1.400m)	
		Reduction in the reablement block contract – lower level of service than sought is being delivered	(£0.700m)	
		Community Equipment Service – demand for equipment has been lower than expected	(£0.600m)	
		Use of Improved Better Care Fund	(£4.200m)	
		Other funding opportunities – including additional Better Care Funding	(£3.200m)	
Adults Services Portfolio - Total	£15.293m		(£15.293m)	£0.000m

Significant Financial Issues and Risks Arising

Narrative	Cost Driver	Q1		Q2		Q3		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	↗	4,415	↗	Despite the number of customers being higher than the second quarter, the proportion of older people with a care package relative to the size of the population remains on a falling trend.	↔
	% increase in the average gross weekly cost of a care package for older people	5.4%	↘	5.4%	↔	5.6%	↗	Although average costs are rising, the rate is lower than the uplifts agreed for providers in 2022/23, which is consistent 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%	↗	10.1%	↗		

Key:

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

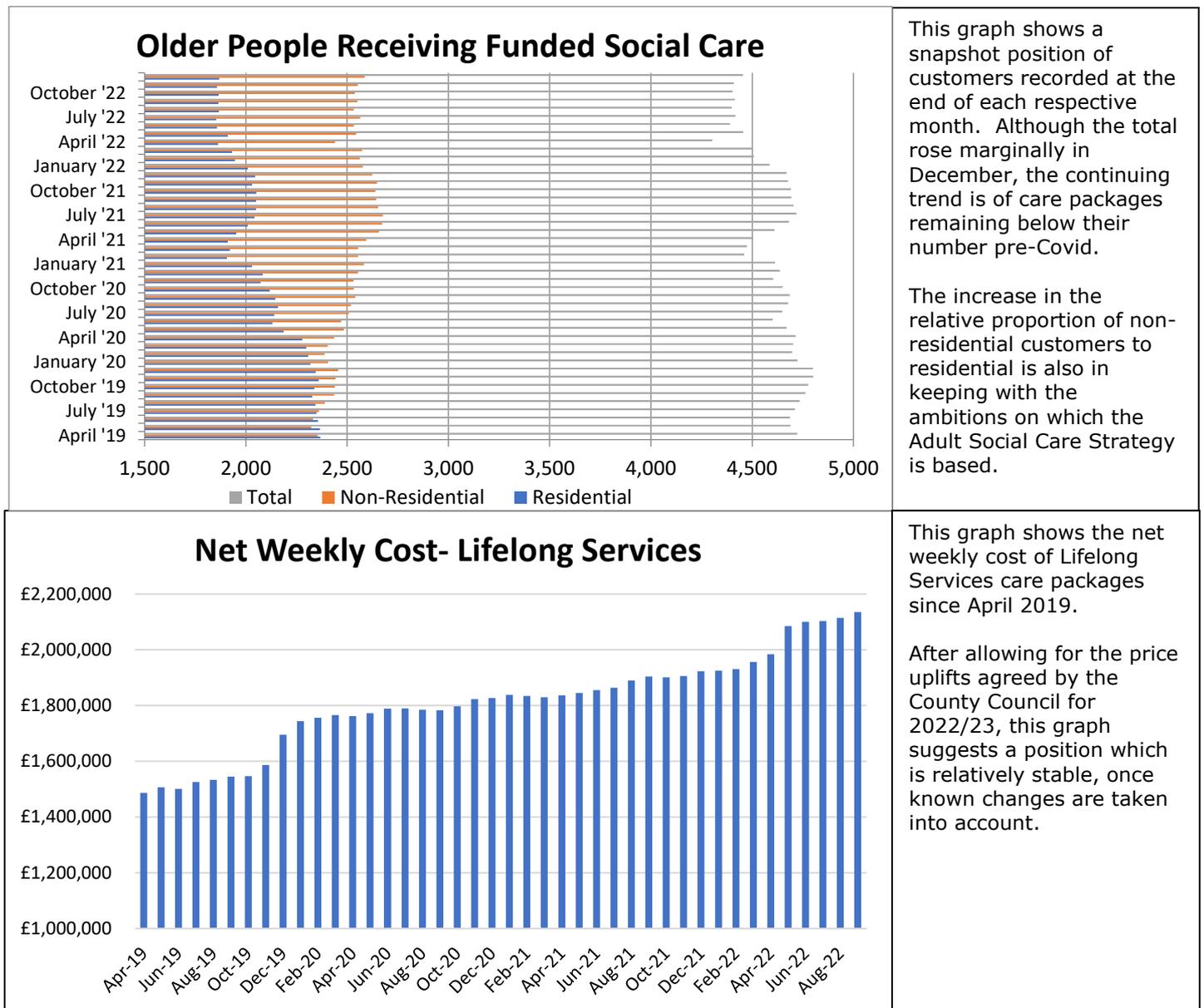
Financial Narrative on the Portfolio's Position

3. Adult social care is currently operating in a turbulent environment because of the multiple priorities that it is needing to manage. The challenges that this is bringing are being compounded by high levels of staff vacancies. Amongst the implications is that key information sources have become less reliable and less timely than usual.
4. Although the total number of Older People receiving funded social care rose marginally in December, the continuing trend is of care packages remaining below their number pre-Covid. The increase in the relative proportion of non-residential customers to residential is also in keeping with the ambitions on which the Adult Social Care Strategy is based.
5. Whilst there is no reason to believe the trend is misleading, the true position is expected to be understated in relation to demand because there will always be a lag between a care package being put in place for a customer and all of the associated administration being completed.
6. Alongside this it is clear that the cost of care, especially for residential placements, is rising. Despite the County Council having agreed average uplifts for older people providers of approximately 9% for 2022/23, prices recently have come under increasing pressure. In part this is because of the additional funding that Government has made available to enable people to be discharged from hospital as soon as they are medically fit to leave. This is intensifying competition for beds and, in areas of the market, is leading to an excess of demand chasing limited supply. It is also resulting in some people being placed into residential care whose needs would best be met in the community. Inevitably this is translating into price rises when new placements are being made. Pre-pandemic, approximately 20% of residential beds were bought at an agreed rate negotiated with a provider, rather than at the County Council's relevant usual maximum price. That figure has now virtually doubled to 39%, with around 70% of new placements in 2022/23 having been bought at an agreed higher rate.
7. Progress against some savings targets has been slower than planned. The occupancy of the Shaw contract has dropped from a peak of 86% to 82%, against a target of 90%.
8. Overall, the outcome is that the overspending pressure on the older people's budget has increased from £3m in September to £5.8m in December.
9. Delays in delivery of savings continues to be the main factor affecting the Lifelong Services budget. Similar to the older people cohort, the magnitude of the risk is not apparent when measured by a high-level presentation of weekly expenditure. After allowing for the price uplifts agreed by the County Council for 2022/23, it shows a position which is relatively stable. However, the level of spending remains greater than the budget can afford because of the delay in delivery of savings.
10. There are a number of discussions with third parties about financial responsibility for customers, which are subject to legal processes. Assumptions are included about the prospective outcome of these, but they remain

uncertain. There was an underlying pressure of £1.8m brought forward from 2021/22, which means the overspending forecast for Lifelong Services has risen by £0.6m from £7.7m to £8.3m.

11. Between the budgets for older people and Lifelong Services, the aggregate overspending risk on care costs is £14.1m. Due to the uncertainty that affects many of the key variables, in practice it is important that this is seen as falling over a range with potential for variation of between +/- £2m. Modest assumptions are included for savings in the fourth quarter, especially as the part-year benefits that will result will be limited. However, this does not mean that the scale of savings activity is being reduced. It remains the case that the shortfall in 2022/23 is due to timing factors and these savings are expected to be delivered in 2023/24.
12. The forecast overall continues to be a balanced budget, because the pressures described above are still expected to be mitigated. It is anticipated that £9.9m of this will arise from a mix of largely one-off opportunities. These include:
 - £1.8m. Vacancy savings. Within parts of the social work teams and occupational therapy, turnover is still running at 20% or above. In addition, in-house day services are operating below pre-Covid activity levels.
 - £2.2m. Market management fund created as part of the fees uplift decision report.
 - £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 lower levels of service are being delivered by the provider.
 - £0.6m. Underspending within the community equipment budget. Growth of £0.5m was allocated for 2022/23 in expectation of demand increases in line with previous trends. This has not materialised, partly as a result of some efficiency changes being introduced.
 - £3.2m. 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.
13. This leaves a balance of £4.2m, some of which may be appropriate for charging against Covid-19 funding due to the on-going impacts that the pandemic is still having. The residual amount will be drawn from the £6m of uncommitted resources carried forward from 2021/22 in the Improved Better Care Fund.

Cost Driver Information



Savings Delivery Update

14. 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 corporate savings were reviewed to ensure realistic savings plans were in place.
15. 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.
16. Delivery to date has been limited with £8.6m currently reported as 'At Significant Risk' and a further £2.3m reported as 'At Risk'.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
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.	B
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.	B
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.	G
Community Care (Including Redirecting residential customers to home-based care saving)	8,200	2,200	G	Savings from activity to date.	G
		818	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 January and March.	A
		5,182	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Non-residential customers to remain at home with reduced package	1,990	1,143	G	Benefits reported by the County Council's reablement provider for the year to date.	G
		23	A	Expected savings during the remainder of 2022/23.	A
		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. This will result in underspending on the contract, which will enable around £0.7m of the shortfall to be mitigated.	A
Continuing Healthcare	2,060	1,170	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.	A
		890	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Placement costs	1,000	1,000	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Occupancy of Shaw contract	1,250	254	G	Savings from some increase in occupancy of the Shaw contract.	G

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
		Value	Status		
		297	A	Although occupancy has increased towards its target figure, processing reasons mean that the full extent of the financial benefits has yet to arise.	A
		699	R	Savings that are not expected to be delivered in 2022/23 because occupancy has yet to reach its target level.	A

Savings Key:

R Significant Risk	A At Risk	G On Track	B Delivered
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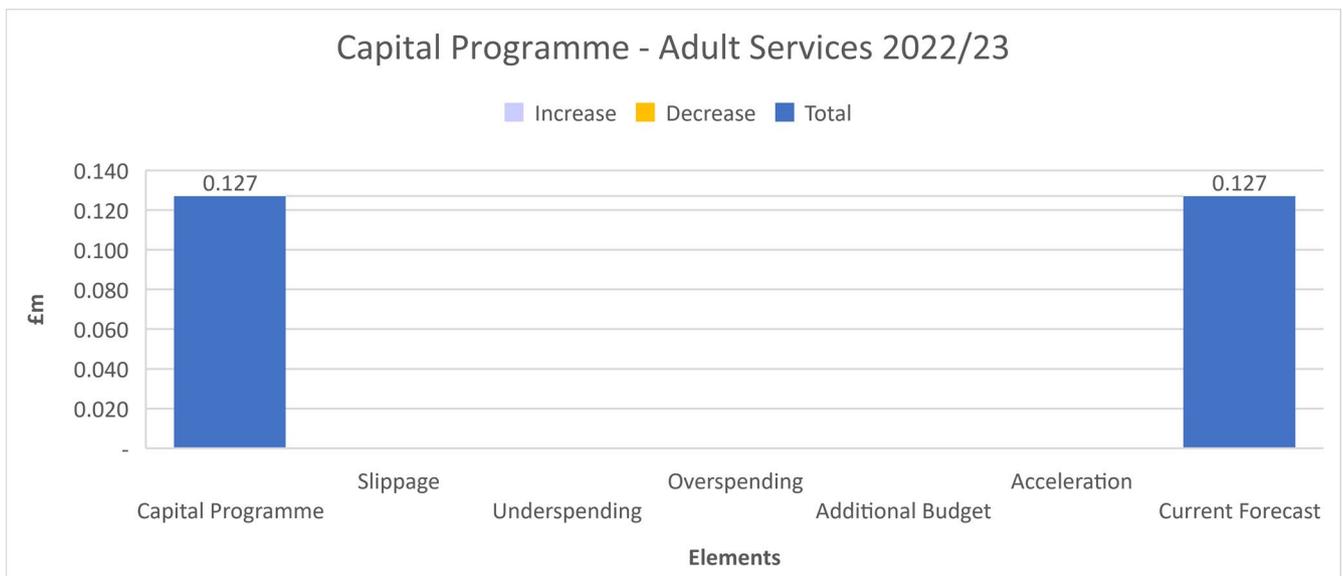
Capital Programme

Performance Summary - Capital

17. There are four schemes within this portfolio which are all in within their final retention phase. Further details of these schemes are set out in the [Budget Report](#) published in February 2022.

Finance Summary - Capital

18. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £0.127m for 2022/23. As at the end of December 2022, the expected spend for the year 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.

19. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

20. 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
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

21. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.