

# WIRRAL COUNCIL

## HEALTH & WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

12 MARCH 2012

<b>SUBJECT:</b>	2011/12 Third Quarter Performance and Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Graham Hodkinson, Director of Adult Social Services
<b>KEY DECISION:</b>	No

### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance of the Council's Corporate Plan 2011-14 for the period October to December 2011 in relation to health and wellbeing and provides members with an overview of performance, resource and risk monitoring.

### 2.0 BACKGROUND AND KEY ISSUES

2.1 The presentation accompanying this report provides an overview of quarter three performance with more detail outlined in this report including corrective action where there are performance issues.

### 2.2 PERFORMANCE HEADLINES - YOUR FAMILY: ADULTS

#### **Corporate Goal (1): Ensure vulnerable people in Wirral are safe and protected**

##### **What's working well**

- Wirral's Family Safety Unit has been awarded the prestigious Leading Lights status, one of only two authorities to receive the award. Leading Lights status is awarded by the charity Co-ordinated Action Against Domestic Abuse (CAADA). The organisation supports Independent Domestic Violence Advisors (IDVA) in their work with current and potential victims of domestic violence and their families.
- The enhanced 'front-end' management of safeguarding alerts in the Central Advice and Duty team is impacting positively upon on the numbers of cases being referred to the Department for consideration.

#### **Corporate Goal (2): Ensure that the widest possible options for care and support are made available close to where people live**

##### **What's working well**

- Pioneering work on an innovative local scheme 'The Wirral Rapid Access Service' by the Council and NHS Wirral reached the finals of the national Health and Social Care Journal awards. The Wirral Rapid Access Service was commissioned by NHS Wirral and local GPs in partnership with the Department of Adult Social Services, Wirral Hospital Trust and Wirral Community Trust and started in December 2010.

- Work undertaken by the Department in partnership with NHS Wirral has led to the Council becoming the best performing Authority in the region for ensuring that people are appropriately discharged from hospital.

**Corporate Goal (3): Ensure that people can choose the care they need from a range of high-quality support services and options for care**

**What's working well**

- A new online 'one stop shop' for wellbeing, health and social care services in Wirral [www.wirralwell.org](http://www.wirralwell.org) has been developed by Voluntary and Community Action Wirral (VCAW). The site brings together information and advice on health, social care and wellbeing, and will be an invaluable resource for all residents, particularly those who need signposting to health and social care services, and services for families and carers.
- As part of Wirral's 'Personalisation' agenda a proposal has been set out to pilot a new business centre that will offer training, education and work opportunities to vulnerable adults, as part of day service transformation.
- The Department is also engaged in consultations with people with learning disabilities, their families and carers about the wider future of day services in Wirral.

**Corporate Goal (4): Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse**

**What's working well**

- There has been a significant expansion of long term care and support options for older people through the commissioning of two extra care schemes.
- The investments made through targeted funding of health and social care schemes have led to improvements in facilitating hospital discharges, supporting reablement and rehabilitation.

**2.3 PERFORMANCE AGAINST CORPORATE PLAN PROJECTS**

All of the Corporate Plan projects are on target.

**2.4 PERFORMANCE AGAINST CORPORATE PLAN INDICATORS**

The following indicator has missed its quarter three target and is therefore assessed as **amber**:

Portfolio	PI no	Title	2011/2012		On target	Direction of travel
			Q3 Target	Q3 Actual		
Social Care & Inclusion	NI 130	Percentage of Social care clients receiving Self Directed Support	68.94%	63.33%	Amber	↑
<b>Corrective Action:</b>	<p>It has become clear that it is not possible to reach the 100% target for NI 130 (set for April 2013) because the original National indicator guidance requires that cases that cannot be considered to receive a personal budget must be included. It is proposed to review this position for 2012/13.</p> <p>Close monitoring of referral activity in operational teams is being undertaken to determine if referral rates are impacting on this indicator.</p> <p>Performance in service areas and localities is also being evaluated to determine if there are any related issues, such as delays in inputting assessments, which may have impacted on the Qtr 3 Performance. Measures can then be put in place to address this.</p>					
<b>Performance Analysis:</b>	<p>Performance for the first half of 2011/12 was on target, but the Q3 target has been missed by 5.61%.</p> <p>Although currently forecast to miss the 2011/12 year end target by 5% corrective action should ensure that the year end target of 80% is achieved.</p>					

## 2.5 PERFORMANCE AGAINST STRATEGIC CHANGE PROJECTS

The following strategic change projects have been assessed as **red**:

Status			Project	Corrective Action
Q1	Q2	Q3		
Red			Learning Disabilities	<p>This project was initiated some time ago to stabilise the £2m overspend in this service area and to contain costs from increasing demand (estimated at £800,000 a year). Although progress has been made in delivering efficiencies in this area it has been difficult to separate the project from the Department's core business. In addition, new projects such as the Market Management project and the Re-provision of in-house care services have impacted on this service area and have contributed to reducing costs. The project is currently under review and the Department is to request closure of this project.</p>

Status			Project	Corrective Action
Q1	Q2	Q3		
Red			Market Management	The project was set to deliver £5.37m savings during 2011/12. Current projections indicate a shortfall of £1.167m against the target for this quarter. The current “Red” status reflects the end of year forecast which is projecting a shortfall of £1.55m.

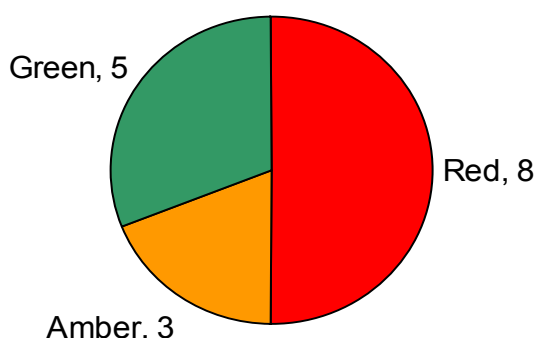
The shortfall of £1.167m against the target for this quarter is due to the following:

- Providers not accepting new rates**  
90 out of 113 residential and nursing care providers (80%) are being paid at the reduced fee levels. Those providers who have not accepted the new rates are still being paid at the 2010/11 fee levels and this has contributed to the projected shortfall. Providers will continue to be paid at the higher rate until the placements end or they accept the new rates. No new placements are being made in homes that have not accepted the new rate.
- Out of Area Placements**  
It was anticipated that the fee rates paid to providers for placements outside of Wirral would also be reduced. However, this has proved difficult to achieve as in many cases the fee levels are determined by the Local Authority where the individuals are placed or represent bespoke packages for people with complex needs.
- Specialist Rates paid to providers in Wirral**  
It was anticipated that the fee rates paid to providers in Wirral for people with more complex support needs would also be reduced. Again many of the care packages are bespoke and in order to establish if savings can be achieved each package must be reviewed. This work is underway but it is estimated that there will be a shortfall against the target for 2011/12.
- The project was ambitious in anticipating a reduction in all fees but it is still forecasting the highest level of savings in the Strategic Change programme.

## 2.6 PERFORMANCE AGAINST DEPARTMENTAL INDICATORS

- The quarter 3 performance against the Department’s core and critical indicators is shown below. Further detail is provided in Appendix 1.

### Qtr 3 Performance Summary



<u>Performing well</u>	5 of the 16 Performance Indicators (31%) achieved their quarter 3 target (green).
<u>Performing adequately</u>	3 (19%) performed adequately within 5% of the target (amber).
<u>Performing Poorly</u>	8 (50%) performed below the target (red).

#### 2.7 RESOURCE IMPLICATIONS

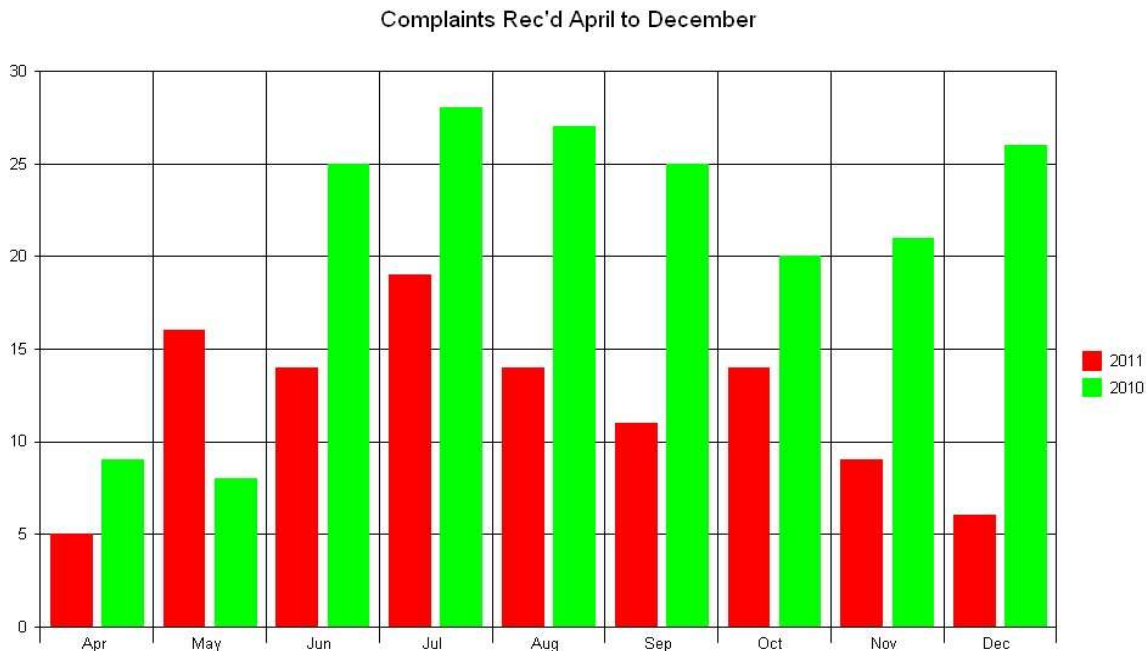
- Significant financial pressures of £6.8 million are being experienced upon the Adult Social Services revenue budget. Underlying pressures include increased demand on older peoples and learning disability budgets, potential slippage on savings relating to the implementation of the market review contract negotiations. Other pressures include Early Voluntary Retirement / Voluntary Severance savings and Community Care re-provision. The financial monitoring statement as at December 2011 is shown in Appendix 2.
- The £3 million Adult capital programme for 2011/12 includes a new grant allocation of £941,000 to support developments relating to personalisation, reform and efficiency and £732,000 relating to the final payments for the Mendell Lodge extra care housing scheme. The capital monitoring statement as at December 2011 is shown in Appendix 3.

#### 2.8 FUTURE CHALLENGES AND RISKS

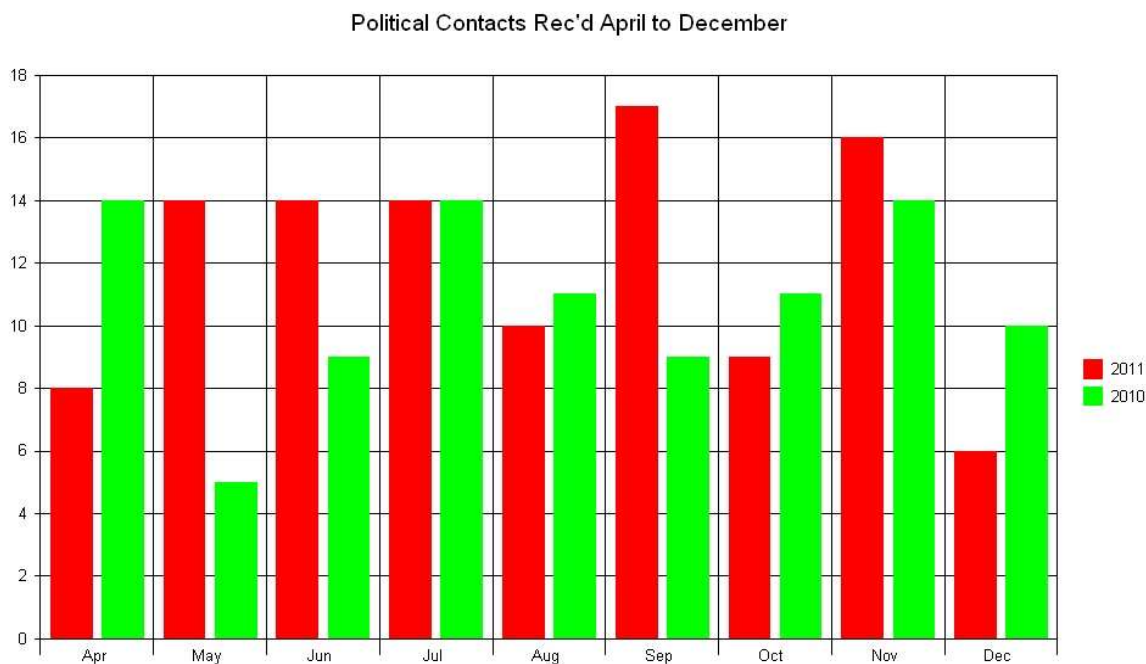
- Safeguarding arrangements for adults are under constant review by the Department of Adult Social Services and its partners on the Safeguarding Adult Partnership Board.
- The Department continues to respond to the outcomes of the Corporate governance report.
- On going challenges remain linked to the increased demand for services for older people and adults with learning disabilities and the need to reconfigure services to deliver greater levels of personalisation and choice to individuals requiring support.

## 2.9 CUSTOMER FEEDBACK

- The graph below shows the number of registered complaints received by the Department of Adult Social Services in the first 3 quarters of this year. Figures remain low compared to previous years, partly due to more informal action being taken at the initial point of contact, and some complaints being made via politicians.



- There has been a slight overall increase in the number of political enquiries received by the Department of Adult Social Services in the year to date. The average timescale for response to political contacts for quarter 1-3 has improved from 25 days to 20 days.



## 3.0 RELEVANT RISKS

- 3.1 The successful implementation of actions to deal with issues arising from the report into Corporate Governance issues remains a key priority. There remains a key risk in ensuring issues arising are dealt with in a timely and appropriate manner.
- 3.2 Enhancements to corporate risk management arrangements and procedures continue to be examined. The Risk Management strategy over the medium term will provide a framework and processes which are in accordance with the latest British Standard for Risk Management. To achieve this, 'a gap analysis' has been undertaken to identify actions required for improvement.
- 3.3 The Corporate Risk Register has been evaluated and added to by the Executive Team during the quarter. Progress in mitigating actions has been included within the relevant sections above.

#### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 Not applicable to this report.

#### **5.0 CONSULTATION**

- 5.1 Consultation in relation to the draft Corporate Plan engaged individuals and organisations from across Wirral's diverse communities and this is reflected in the Corporate Plan.

#### **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 6.1 The Corporate Plan sets out commitments and clear actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

#### **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 7.1 The financial implications are set out in the report. There are no other specific resource implications arising from this report.

#### **8.0 LEGAL IMPLICATIONS**

- 8.1 Legal implications relating to the actions set out in the Corporate Plan will be addressed by Departments as appropriate.

#### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality? No because of another reason which is:
- Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans. This work is also monitored by the Council Excellence Overview and Scrutiny Committee, the Corporate Equalities and Cohesion Group and the Departmental Equality Group.

#### **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 Carbon reduction is a specific goal in the Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12.

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 Planning and Community Safety is a specific goal in the Corporate Plan, with associated actions and measures.

## 12.0 RECOMMENDATION/S

12.1 That the contents of this report be noted.

## 13.0 REASON FOR RECOMMENDATION/S

13.1 Council approved the Corporate Plan on 18 April 2011. This report provides an update on progress in delivering the health and wellbeing section of the Council's Corporate Plan, including performance of relevant projects and indicators and associated financial and risk monitoring information.

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## APPENDICES

**Appendix 1** – Core and Critical Performance Indicators

**Appendix 2** – Financial Monitoring Summary

**Appendix 3** – Capital Monitoring Summary

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Health and Wellbeing Overview and Scrutiny Committee	13/09/11
	20/06/11
	22/03/11
	18/01/11
	01/11/10
	09/09/10
	21/06/10
	25/03/10
	19/01/10
	10/11/09
Social Care, Health and Inclusion Overview and Scrutiny Committee	08/09/09
	22/06/09
	25/03/09
	20/01/09
	24/11/08



## DEPARTMENTAL PERFORMANCE INDICATORS

PI No.	Title	Qtr 3 Target	Qtr 3 Actual	Qtr 4 Target	Likelihood of meeting target
NI 130	Self Directed Support	68.94%	63.33%	80%	Diminishing
LI 8858	Self Directed Assessments	87.06%	93.39%	100%	Diminishing
NI 131	Delayed Transfers of Care	2.22	1.74	2.00	Good
NI 132	Assessments undertaken within 28 days	79.50%	82.36%	80%	Good
NI 133	Support Packages in place within 28 days	91.20%	93.20%	92%	Good
NI 135	Carers Assessments	33.80%	18.75%	36%	Poor
NI 136	People with Learning Disabilities supported to live independently	2,798.80	2,882.63	2,900.00	Good
NI 145	People with Learning Disabilities in settled accommodation	70.93%	13.82%	75%	Poor
NI 146	People with Learning Disabilities in employment	8.68%	1.43%	10%	Poor
NI 149	People with Mental Health issues in settled accommodation	74.67%	72.64%	77%	Diminishing
NI 150	People with Mental Health issues in employment	9.78%	3.94%	12.3%	Poor
D40	Reviews	75.13%	51.81%	75%	Poor
QOM	Admissions to Residential Care (per 1,000 population)	1.64	2.05	1.5	Poor
LI 8856	Timeliness of equipment delivery and adaptations	99%	96.76%	99%	Good
LI 8866	Safeguarding alerts dealt with in 24 hours	97.8%	93.37%	100%	Good
LI 8867	Safeguarding referrals dealt with in 28 days	92.85%	74.83%	100%	Poor

**ADULT SOCIAL SERVICES DEPARTMENT  
FINANCIAL MONITORING 2011/12**

**POSITION AS AT 31 DECEMBER 2011**

**SUMMARY**

Policy Options £000	Savings Target £000	Agreed Budget £000	Changes Agreed £000	Changes Not Agreed £000
-	16,907	63,411	+4,280	Pressure of £6.8m

Financial pressures remain from an underlying overspend in 2010/11, potential 'one-off' slippage of approximately £3.0 million against some savings targets as identified below and £1.2m shortfall in funding for the re-provision of services following the release of staff under the EVR/VS scheme. Whilst additional resources were allocated towards adults and learning disabilities the pressures remain from increasing demand in these areas.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Armed Forces Veterans		Transferred to Technical Services

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees under EVR/VS	10,550	At risk of slippage : Savings from the re-provision of Supported Living started to accrue from 1 July when the service transfers to the Independent sector (£765k). People withdrawing request for EVR/VS or date of leaving delayed beyond 31 March 2011 (£585k)
Market Management Review	5,368	At risk of slippage due primarily to homes that have not accepted new rates. (£1.6m)
Respite & Interim Care	488	Respite and intermediate care re-commissioned from Independent sector. Savings achieved.
Area Based Grant	50	Saving achieved through vacant post
Transport	130	Relates to year 2 Strategic Change Programme (SCP) savings in respect of the Integrated Transport Unit. Responsibility for the Unit has now transferred to CYPD.
Car allowances, supplies, etc	321	Some slippage against car allowance saving but anticipated that other savings will be achieved (£50k)

**CABINET – CHANGES AGREED**

Date	Details	£
17.03.2011	Retention of Fernleigh during 2011/12	+480
21.07.2011	Re-provision costs identified as part of budget preparation	+3,500
13.10.2011	Departmental Staffing Restructure	+300

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Community Care	2,600	Underlying pressure from increased demand particularly older peoples services / learning disabilities. Includes £700k funding for GP Social Care Fund
EVR / VS savings	1,350	Potential slippage as identified above
Market Review savings	1,600	Potential slippage as identified above
Car Allowances	50	Potential slippage as identified above
Community Care	1,200	Re-provision shortfall following EVR/VS scheme

**ADULT SOCIAL SERVICES DEPARTMENT  
CAPITAL MONITORING 2011/12**
**POSITION AS AT 31 DECEMBER 2011**
**SUMMARY**

The most significant scheme has been the Extra Care Housing facility at the former Mendell Lodge site which was completed March 2011. The final instalment was paid in 2011/12.

There is new overall capital grant allocation in 2011/12 of £941,000 replacing the Information Management, Mental Health Single Capital and Social Care Single Capital allocations. The grant is designed to support three key areas Personalisation, Reform and Efficiency with priorities including innovative alternatives to residential care and service re-design to the care infrastructure – supporting the community based approach.

The Consultation exercise of 2010/11 led to an assessment of Day Care Services and it is anticipated that there will be requirements to develop the centres during the next year which were detailed in the Business Case submitted in October 2011.

Further Business Cases were submitted in October outlining proposals for schemes linked to the PSS allocation.

**APPROVED PROGRAMME**

<b>PROGRAMME</b>	<b>Original Approved Programme 2011/12 £000</b>	<b>Approved Adjustments 2011/12 £000</b>	<b>Total Approved Programme 2011/12 £000</b>	<b>Actual to Date £000</b>	<b>Projected Outturn 2011/12 £000</b>	<b>Approved 2012/13 £000</b>	<b>Approved 2013/14 £000</b>
Information Management	141	-141	0		0	0	0
Mental Health Single Capital Pot	521		521		521	0	0
Social Care Single Capital Pot	492	-133	359		359	0	0
Development of Ward 41 Star Team	0	80	80		80	0	0
Information Management	0	53	53	53	53	0	0
Extra Care Housing	0	732	732	732	732	0	0
Social Care Capital Reform	0	257	257		257	0	0
PSS Capital	0	941	941		941	0	0
<b>TOTAL PROGRAMME</b>	<b>1,154</b>	<b>1,789</b>	<b>2,943</b>	<b>785</b>	<b>2,943</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>							
General Capital Resources	141	-141	0		0	0	0
Grants - Other	1,013	1,930	2,943		2,943	0	0
Revenue/ Reserve contributions	0	0	0		0	0	0
<b>TOTAL FUNDING</b>	<b>1,154</b>	<b>1,789</b>	<b>2,943</b>		<b>2,943</b>	<b>0</b>	<b>0</b>