

WIRRAL COUNCIL

HEALTH & WELLBEING OVERVIEW & SCRUTINY COMMITTEE

5 NOVEMBER 2012

| | |
|--------------------------------------|--|
| SUBJECT: | Delivering the Corporate Plan: 2012/13 Second Quarter Performance and Financial Review |
| WARD/S AFFECTED: | All |
| REPORT OF: | Director of Adult Social Services |
| RESPONSIBLE PORTFOLIO HOLDER: | Councillor Chris Jones |

1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance in relation to the Adult Social Services 2012/13 Departmental Plan for the period April to September 2012.

1.2 In addition the "Task and Finish" group has been established to consider a broader range of indicators that would inform committee about the activity within the overall health and wellbeing system beyond those detailed in this report.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Adult Social Services 2012/13 Departmental Plan was developed from local priorities identified in the Corporate Plan, the Department's improvement programme and the Department of Health's 2012/13 Adult Social Care Outcomes Framework (ASCOF).

2.2 The ASCOF is a set of outcome measures which have been agreed to be of value both nationally and locally for demonstrating the achievements of adult social care.

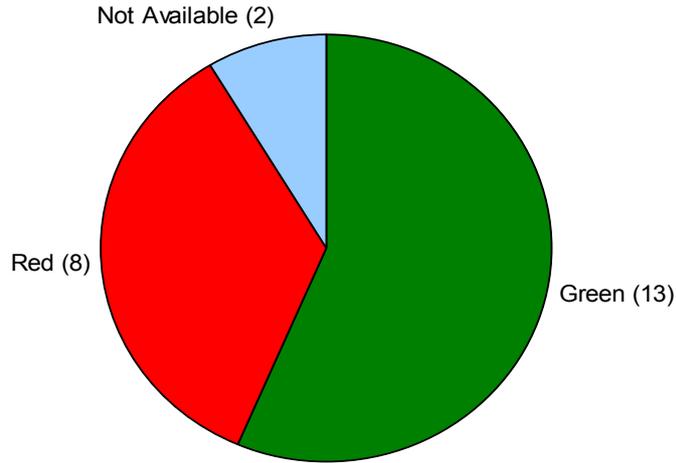
- Nationally, the ASCOF will give an indication of the strengths of social care and success in delivering better outcomes for people who use services.
- Locally, one of the key uses is for benchmarking and comparison between areas.

2.3 PERFORMANCE INDICATOR ASSESSMENT

There are 27 performance indicators in the Adult Social Services Departmental Plan. Of these, 17 are specifically identified in the ASCOF and the Department has added a further 10 indicators. Nine of the 27 indicators are calculated annually from information obtained through the Adult Social Care and Carers surveys (eight of the 9 are specified in the ASCOF). The most recent results from the Adult Social Care survey are reflected in this report. The results of the Carers survey are currently, however, being analysed and the data for the 4 indicators in this category will be available for Quarter 3, it is anticipated that the year end targets will be met for these indicators. The Quarter 2 performance for the remaining 23 indicators is shown overleaf and further detail is provided in Appendix 1.

2.3.1 It should be noted that at an operational and branch level significant work is undertaken to make best use of this management information through "Performance Surgeries". These meetings consider in detail the underlying issues that have affected performance and put in place action to rectify indicators that are not on target.

Quarter 2 Performance Indicator Summary



Performing well

13 of the 23 Performance Indicators (57%) are currently performing well (green), and 16 (70%) are forecast to achieve their targets by year end.

Performing adequately

No indicators are currently performing adequately within 5% of the target (amber), although 7 (30%) are currently projected to narrowly miss their targets by year end.

Performing Poorly

8 (35%) are currently performing below the target (red) with all but 1 expected to improve by the year end.

Not Available

Performance information for 2 indicators (9%) was not available at quarter 2 but will be available for reporting at quarter 3. Further details are provided in the table below.

Information not available at quarter 2 for the following Indicators:

| Title | Reason information not available | 2012/13 Year End Target |
|---|--|-------------------------|
| Percentage of young adults transition plans are put in place | Discussions are being held on this new indicator, and full performance information will be reported on at Quarter 3. | 100% |
| Percentage of people discharged from hospital into reablement/rehabilitation in 2012/13 are still at home after 91 days | The information used to calculate this indicator is reliant on returns from the two intermediate care providers. The Quarter 2 data is currently being queried with the providers and will be reported at Quarter 3. | 96% |

2.4 PERFORMANCE HEADLINES

2.4.1 Performance Issues – Indicators

The following targets have been assessed as **red** (missed the quarter two target by more than 10%).

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|---|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of carers receiving a needs assessment or review | 47% | 16.3% | 47% | Fair |
| <p>Performance Analysis – Performance has improved from Quarter 1 by 3.5% but the level of improvement remains below the levels required to meet the year end target.</p> <p>Corrective Action - Improvement in the recording of reviews of carers to ensure that existing, as well as newly established services are re-stated in reviews will count towards the achievement of this target. Guidance is being developed in order to achieve this improvement.</p> | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|---|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of people with mental health issues known to the Department in 2012/13 in paid employment | 5% | 4.1% | 5% | Good |
| <p>Performance Analysis – The percentage of people with mental health issues known to the department in paid employment has missed the Quarter 2 target by 0.9%. This NHS-derived figure only counts those people who have mental health issues who are subject to a Care Programme Approach (complex needs) and does not include those people known to 'Working Life' to be in paid employment. The low figure also in part reflects the national employment situation.</p> <p>Corrective Action - Discussions with NHS Wirral, Cheshire and Wirral Partnership Trust and Economic Regeneration are ongoing to address a number of issues associated with supporting people with mental health issues to obtain employment. A second element of the discussions will determine a more accurate method of recording and measuring this target to capture the employment status of adults in contact with secondary mental health services, irrespective of whether they are on the Care Programme Approach.</p> | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|--|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of people with a learning disability known to the Department in 2012/13 in settled accommodation | 88% | 76% | 88% | Good |
| Performance Analysis – Reported performance is close to that targeted and achieved in the previous year. Through the ongoing focus on reviews in this sector it is expected that the year end target will be met. | | | | |
| Corrective Action – Improvement is targeted through ongoing work to capture accommodation data consistently in annual reviews, as part of a wider push on the completion of reviews. | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|--|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Proportion of people admitted into residential and nursing homes in 2012/13 (per 1,000 population) | 1.5 | 2.06 | 1.5 | Fair |
| Performance Analysis – Performance for the same period in 2011/12 was 2.02 which is comparable to the Quarter 2 actual for 2012/13. Performance against this indicator has fallen since Quarter 1 by 0.53. | | | | |
| Corrective Action – A review of commissioning arrangements is currently underway in relation to domiciliary care and reablement provision with a view to enhancing available capacity to reduce the need for admissions to residential and nursing homes. | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|---|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Proportion of people who are recorded as 'delayed transfers of care' from hospital per 100,000 people | 1.5 | 1.76 | 1.5 | Fair |
| <p>Performance Analysis - The rate of delayed transfers of care per 100,000 population has fallen by 0.04 when compared with Quarter 1 and by 0.44 when compared to year end 2011/12. It has missed the Quarter 2 target by 0.26. The target of 1.5 equates to an average of 4 delays per month.</p> | | | | |
| <p>Corrective Action - The national method of calculation of this indicator has changed to produce the outcome for a rolling year. Under the new calculation performance is in line with Q2 for the previous year. However, there will be a continued focus on reducing delays.</p> | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|--|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of Social Care clients who are Self Directing their own support. | 90% | 77.9% | 90% | Fair |
| <p>Performance Analysis – Although performance has improved by 6.8% since Quarter 1 2012/13, the Quarter 2 target has been missed by 12.1%. Current performance is 11.2% higher than the 2011/12 year end position.</p> | | | | |
| <p>Corrective Action – Work is ongoing to audit each service area to identify what further action may be taken to increase the percentage of people receiving self-directed support.</p> | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|---|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of assessments undertaken within 28 days | 100% | 84.3% | 100% | Fair |
| <p>Performance Analysis – The percentage of social care clients receiving an assessment within 28 days has improved from 83.55% at the end of 2011/12. Quarter 2 performance remains at a comparable level to Quarter 1.</p> | | | | |
| <p>Corrective Action – Ongoing focus via Locality Performance Surgeries to highlight the timescales of completed assessments to drive improvement against the year end target.</p> | | | | |

| Title | 2012/13 Quarter 2 | | 2012/13 Year End | |
|---|----------------------|--------|---------------------|------------------------------------|
| | Target | Actual | Target | Likelihood of meeting target |
| Percentage of Personal budgets that are Direct Payments | 40% | 7.2% | 40% | Poor |
| <p>Performance Analysis – This is a new performance indicator for 2012/13 so there is no data available for comparison purposes. Current performance is significantly under target. Whilst the percentage of people self directing their own support is high (77.9%) the majority of people still opt for a Council commissioned service.</p> <p>Corrective Action – Improvement against this indicator is anticipated via ongoing promotion of direct payments as an alternative to traditionally commissioned services.</p> | | | | |

2.5 RESOURCE IMPLICATIONS

2.5.1 **Revenue Budget** – The financial monitoring statement as at September 2012 is shown in Appendix 2; significant pressures of £10.2 million have been identified by the Adult Social Services Department. This includes:

- Underlying care and demand pressures totalling £8.8 million,
- A further £1 million of pressures relating to the loss of health income and
- £0.4 million vacancy control pressures.

The outcome of consultation with care home providers in respect of fee rates for 2012/13 was reported to Cabinet on 18 October 2012 and a follow up report will be presented on 29 November 2012. This could add further to existing pressures.

2.5.2 **Capital Budget** - The capital monitoring statement as at September 2012 is shown in Appendix 3. The Capital Programme includes funding for the reform of Day Services. The analysis of the Day Services Consultation exercise is complete and the outcome and further options will be reported shortly. A further capital scheme relates to development of an Integrated IT system (£1.5m). This project will be delivered as part of the Efficiency and Improvement review of the Department.

3.0 RELEVANT RISKS

3.1 Safeguarding adults remains a key focus for the Department and is a clear priority within the Council's Improvement Plan. The Adult Safeguarding Peer Challenge has highlighted a number of areas for development, which are currently being considered by the Department and will be addressed with appropriate actions overseen by the Safeguarding Adults Partnership Board.

3.2 The demand pressures from an ageing population requiring greater levels of support and more complex needs having to be managed continues to present one of the Council's greatest challenges. Added to this is the need to deliver greater levels of personalisation and choice to individuals requiring support.

4.0 OTHER OPTIONS CONSIDERED

4.1 Not applicable to this report.

5.0 CONSULTATION

5.1 There are no specific legal implications arising from this report.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 The 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 There are no specific legal implications arising from this report.

9.0 EQUALITIES IMPLICATIONS

9.1 A number of the activities and projects set out in the Adult Social Services Departmental Plan impact on health inequalities with a clear focus on ensuring that all of Wirral's diverse communities are equally able to access services.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are no specific carbon reduction implications arising from this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no specific planning and community safety implications arising from this report.

12.0 RECOMMENDATIONS

12.1 The Committee is requested to note the contents of this report.

13.0 REASONS FOR RECOMMENDATION/S

13.1 This report provides an update on progress in delivering the Adult Social Services Departmental Plan including performance of relevant indicators and associated financial and risk monitoring information.

REPORT AUTHOR: Steve Rowley
Head of Branch – Finance & Performance
Telephone: (0151 666 3662)
Email: stephenrowley@wirral.gov.uk

APPENDICES

Appendix 1 - DASS Performance Indicators as at 30 September 2012

Appendix 2 - DASS Financial Monitoring 2012/13 position as at 30 September 2012

Appendix 3 - DASS Capital Monitoring 2012/13 position as at 30 September 2012

REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below.

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|---|-------------|
| Health and Wellbeing Overview and Scrutiny Committee | 10/09/12 |
| | 12/03/12 |
| | 08/11/11 |
| | 13/09/11 |
| | 20/06/11 |
| | 22/03/11 |
| | 18/01/11 |
| | 01/11/10 |
| | 09/09/10 |
| | 21/06/10 |
| Social Care, Health and Inclusion Overview and Scrutiny Committee | 25/03/10 |
| | 19/01/10 |
| | 10/11/09 |
| | 08/09/09 |

DASS PERFORMANCE INDICATORS AS AT 30 SEPTEMBER 2012

| Title | Qtr 1 Actual | Qtr 2 Actual | Qtr 4 Target | Likelihood of meeting target |
|---|-------------------|-------------------|--------------|------------------------------|
| 1. Percentage of people who report their services make them feel safe and secure | Annual Indicator | 97.2% | 93% | Good |
| 2. Percentage of Safeguarding Alerts completed within 24 hours | 95.5% | 98.4% | 100% | Good |
| 3. Percentage of Safeguarding Referrals completed within 28 days | 85% | 83.6% | 80% | Good |
| 4. Percentage of scheduled reviews (inspections) for residential homes completed | Not yet available | 46% | 75% | Good |
| 5. Percentage of young adult transition plans that are put in place 3 months before moving to Adult Social Care Services during 2012/13 | Not yet available | Not yet available | 100% | Fair |
| 6. Percentage of people finding it 'fairly' or 'very' easy to find information about services | Annual Indicator | 50.3% | 55% | Good |
| 7. Percentage of carers finding it 'fairly' or 'very' easy to find information about services | Annual Indicator | Annual Indicator | 40% | Good |
| 8. Percentage of people who report being included in arranging their care | Annual Indicator | 60.5% | 55% | Good |
| 9. Percentage of carers who report being included in arranging care | Annual Indicator | Annual Indicator | 55% | Good |
| 10. Percentage of people who report being 'quite', 'extremely' or 'very' satisfied with their services | Annual Indicator | 89.5% | 93% | Good |
| 11. Percentage of carers who report being 'quite', 'extremely' or 'very' satisfied with their services | Annual Indicator | Annual Indicator | 58% | Good |
| 12. Percentage of people feeling in control of their care services | Annual Indicator | 85.7% | 77% | Good |
| 13. Percentage of Carers reporting 'alright' or 'better' quality of life as a result of services | Annual Indicator | Annual Indicator | 90% | Good |
| 14. Percentage of carers receiving a service | 56.6% | 59.1% | 60% | Good |
| 15. Percentage of carers receiving a needs assessment or review | 12.8% | 16.3% | 47% | Fair |
| 16. Percentage of people with a learning disability known to the Department in 2012/13 in paid employment | 4% | 7.4% | 5% | Good |
| 17. Percentage of people with mental health issues known to the Department in 2012/13 in paid employment | 4.01% | 4.1% | 5% | Good |

| Title | Qtr 1 Actual | Qtr 2 Actual | Qtr 4 Target | Likelihood of meeting target |
|---|-------------------|-------------------|--------------|------------------------------|
| 18. Percentage of people with a learning disability known to the Department in 2012/13 in settled accommodation | 79% | 76% | 88% | Good |
| 19. Percentage of people with mental health issues known to the Department in 2012/13 in settled accommodation | 81.24% | 81.5% | 80% | Good |
| 20. Proportion of people admitted into residential and nursing homes in 2012/13 (per 1,000 population) | 1.53 | 2.06 | 1.5 | Fair |
| 21. Percentage of people discharged from hospital into reablement/rehabilitation in 2012/13 are still at home after 91 days | 95.92% | Not yet available | 96% | Good |
| 22. Proportion of people who are recorded as 'delayed transfers of care' from hospital per 100,000 people | 1.8 | 1.76 | 1.5 | Fair |
| 23. Percentage of all those who approach the Department for support in 2012/13 are self directing their support | 71.1% | 77.9% | 90% | Fair |
| 24. Proportion of people per 100,000 of the population that are supported to live at home | 3,048 | 3,085 | 3,200 | Good |
| 25. Percentage of assessments undertaken within 28 days | 84.3% | 84.3% | 100% | Fair |
| 26. Percentage of support packages commenced within 28 days | 93.8% | 93.9% | 93% | Good |
| 27. Percentage of Personal Budgets that are Direct Payments | Not yet available | 7.2% | 40% | Fair |

**ADULT SOCIAL SERVICES DEPARTMENT
FINANCIAL MONITORING 2012/13**
POSITION AS AT 30 SEPTEMBER 2012
SUMMARY

| Policy Options | Savings Target | Agreed Budget | Changes Agreed | Changes Not Agreed |
|-----------------------|-----------------------|----------------------|-----------------------|---------------------------|
| £000 | £000 | £000 | £000 | £000 |
| 500 | 2,567 | 66,660 | 0 | 10,200 |

Estimated financial pressures remain at £10.2m from an underlying overspend in 2011/12, additional staff turnover target (£0.4m) and reduced Health funding (£1.0m) in 2012/13 and further demand pressures on older people and learning disability budgets. Consultation with care home providers in respect of fee rates for 2012/13 is ongoing and the outcome will be reported to Cabinet once completed. This is likely to result in additional costs, which will add to the pressures already identified. The Director is presently reviewing the projections.

POLICY OPTIONS FOR 2012/13 ONLY – DELIVERY OF THE INVESTMENT

| Details | £000 | Comments / progress on implementation |
|----------------|-------------|---|
| Fernleigh | 500 | The investment allows for the continuation of mental health services at Fernleigh |

SAVINGS TARGETS – ACHIEVEMENT OF THE SAVINGS

| Details | £000 | Comments / progress on implementation | RAGBY |
|---------------------------|-------------|--|--------------|
| Commissioning Of Services | 1,600 | The Department is currently reviewing how services are commissioned to deliver savings of £1.6m. An overarching commissioning strategy has been developed and was presented to 21 June Cabinet | R |
| Prevention Services | 500 | The Department is currently undertaking a review of all voluntary sector contracts and is seeking to re-commission this activity at a more efficient cost. | R |
| Employee Budgets 2% | 400 | This saving is in addition to the Department's existing staff turnover target of £496,100. The shortfall against the total target of £896,100 is estimated at £700,000. | R |
| Procurement | 26 | It is anticipated that this saving will be achieved | G |
| Austerity – Supplies | 24 | It is anticipated that this saving will be achieved | G |
| EVR Scheme | 17 | Saving have been achieved in full | G |

CHANGES NOT AGREED – VOLATILE AREAS, PRESSURES AND MITIGATING ACTIONS

| Details | £000 | Comments / actions to address any issues |
|-----------------------|-------------|---|
| Community Care | 6,550 | Pressure from an underlying overspend, shortfall in re-provision budget allocation in 2011/12, anticipated increase in demand for services in 2012/13 and reduced income. |
| EVR / VS savings | 1,350 | Slippage against Corporate savings target due to retention of essential posts following 2011/12 EVR/VS. |
| Market Review Savings | 1,600 | Slippage against 2011/12 savings target due primarily to homes that have not accepted new rates. |
| Employee Budgets | 700 | Slippage against 2012/13 savings target (£0.4m) and shortfall against existing staff turnover target (£0.3m) |

**ADULT SOCIAL SERVICES DEPARTMENT
CAPITAL MONITORING 2012/13**
POSITION AS AT 30 SEPTEMBER 2012
SUMMARY

Following approval in the Capital Programme of the business case in respect of the reform of Day Services, the analysis of the Day Services Consultation exercise is now complete. The outcome and further options will be reported to the Leader of the Council in July 2012. It is anticipated that this programme will begin in October 2012.

A Further Business Case also approved in December 2011 outlined the proposals for an Integrated IT system (£1.5m). This project was originally expected to be delivered as part of the Efficiency and Improvement review of DASS 2012/13; however it is now anticipated that implementation will be in 2013/14.

APPROVED PROGRAMME

| Scheme | Approved Programme 2012-13 | Approved Adjustments 2012/13 | Total Approved Programme 2012/13 | Actual to Date | Projected Outturn 2012-13 | Approved Programme 2013-14 | Approved Programme 2014-15 |
|--------------------------------|----------------------------|------------------------------|----------------------------------|----------------|---------------------------|----------------------------|----------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Transformation of Day Services | 1,250 | - | 1,250 | - | 625 | - | - |
| Integrated IT | 1,500 | - | 1,500 | 55 | 100 | - | - |
| Total Programme | 2,750 | - | 2,750 | 55 | 725 | - | - |
| Financing: | | | | | | | |
| Grants - Other | 2,750 | - | 2,750 | 55 | 725 | - | - |
| Total Resources | 2,750 | - | 2,750 | 55 | 725 | - | - |

APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME

| Date | Detail | £000 |
|--------------|--|--------------|
| 21 June 2012 | Agreed the slippage from 2011/12 capital programme | 2,015 |
| | Total | 2,015 |