

**DERBYSHIRE COUNTY COUNCIL  
CABINET MEMBER FOR ADULT CARE**

**12 November 2020**

**Joint Report of the Executive Director of Adult Social Care and Health  
and the Director of Finance & ICT**

**PERFORMANCE AND BUDGET MONITORING/FORECAST OUTTURN  
2020/2021 AS AT QUARTER 2**

**(Adult Social Care)**

## **1 Purpose of the Report**

To provide the Cabinet Member with an update of the Council Plan performance position and the revenue budget position of the Adult Care portfolio for 2020/2021 up to the end of September 2020 (Quarter 2).

## **2 Information and Analysis**

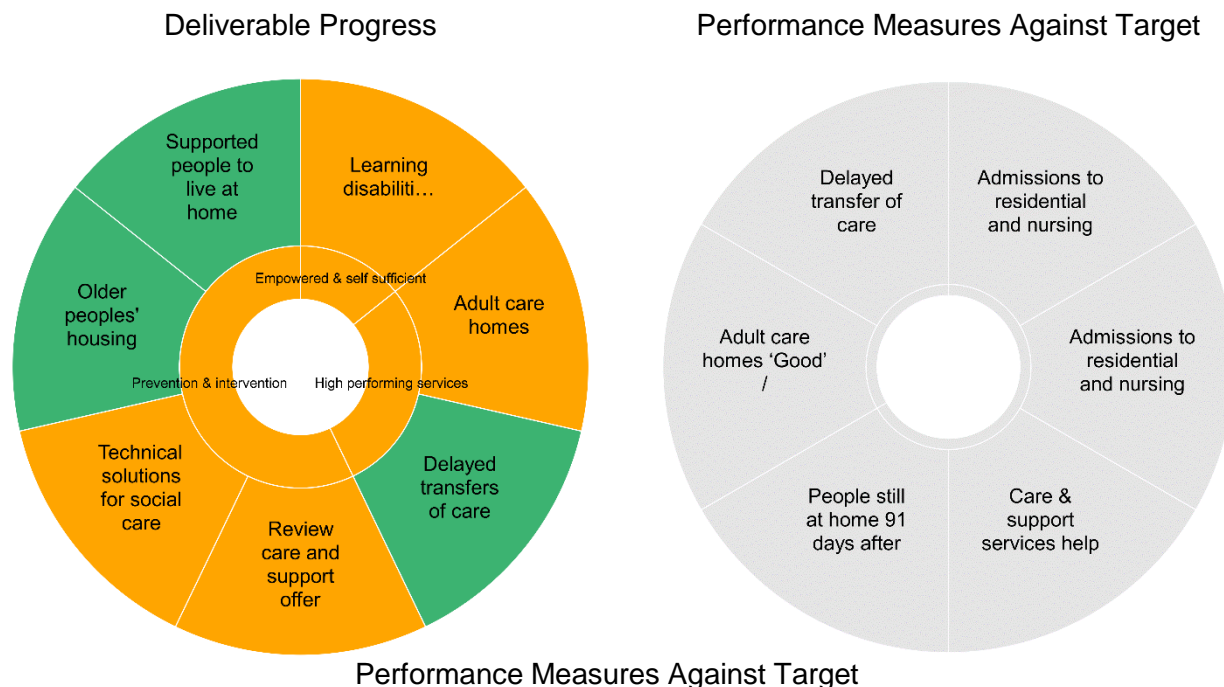
### **2.1 Integrated Reporting**

This report presents both financial and Council Plan performance data. The performance summary sets out progress on the Council Plan deliverables and measures led by the Adult Care portfolio. The remainder of the report gives a summary and detail on the revenue budget position for the portfolio.

As an overview, the report shows that progress is "good" for 3 out of the 7 Council Plan deliverables led by the portfolio. After the use of additional Covid-19 funding, the budget forecast position for 2020/2021 is an overspend of £2.356m. It is forecast that £0.337m of savings will have been achieved by the year end. This compares to target savings of £3.357m and the value of savings initiatives, which have been identified for implementation in the current year, of £0.337m.

## 2.2 Performance Summary

The following shows an overview for Quarter 2 of progress on the Council Plan deliverables and measures relating directly to Adult Care.



	2018/2019	2019/2020	2020/2021	Target	Performance
Proportion of people (aged 65+) who are still at home 91 days after discharge from hospital into Short Term Services	79.6%	75.2%	75.0%		
Rate of permanent admissions to residential and nursing homes (aged 18-64) per 100,000 population	22.1	22.5	17.8		
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	647.5	803.5	674.6		
Percentage of Clients agreeing that care and support services help improve their quality of life	94.1%				
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	35.7	41.8			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		78.6%	85.7%		

**Key**    ★ Strong    ✓ Good    ◯ Review    🚩 Action    ■ Data not available/Target not set

The progress of the relevant Council Plan deliverables has been reviewed and three been rated as "good" up to the end of quarter 2 and four as "review".

Key areas of success are:

- Developed the Better Lives programme and created an enhanced reablement offer with 75% of people still at home 91 days after discharge at end July.
- Implemented new guidelines on discharge from hospital required.

Key areas for consideration are:

- The progress in moving people with a learning disability from short-term residential placement to a supported living long term home.
- The impact of Covid-19 on the achieving great futures workstream.
- The progress in developing Assistive technology.

Further information on the portfolio's Council Plan performance are included at Appendix A.

## 2.3 Budget Forecast Summary

The net controllable budget for the Adult Care portfolio is £263.244m. An additional £13.866m Covid-19 funding will be added to the budget to give a total of £277.110m.

The Revenue Budget Monitoring Statement prepared for quarter 2 indicates that there is a forecast year-end overspend of £16.222m.

This overspend will be supported by the use of £13.866m of additional Covid-19 funding which has been allocated to the Council to support the costs incurred as a result of the pandemic. After the use of this funding the forecast position is an overspend of £2.356m.

Forecast outturn against target budget

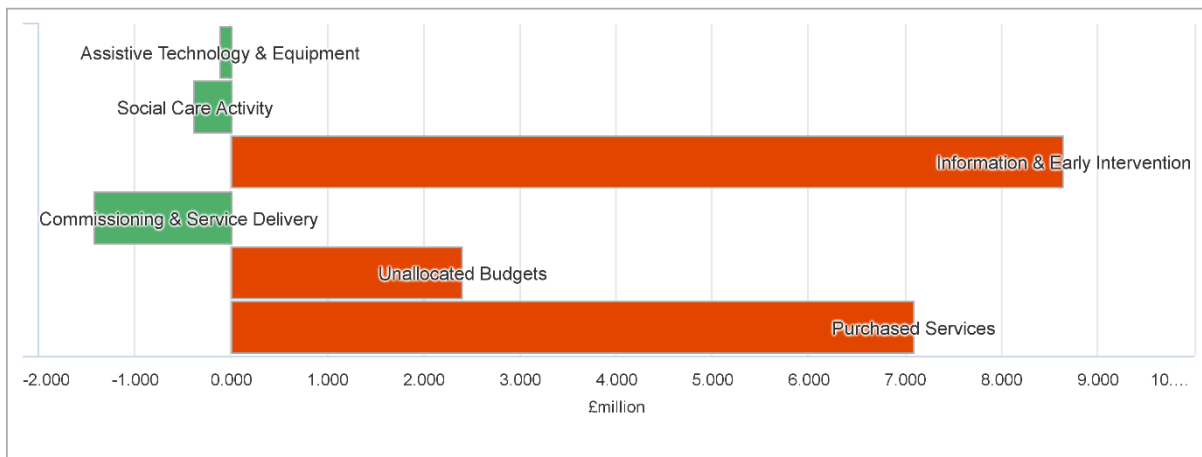


The significant areas which make up this forecast are shown in the following table and graph below:

Adult Care Budget Items  
Forecast Under/Overspend

	Controllable Budget £m	Full Year Forecast £m	Forecast (Under)/Over Spend £m	Percentage (Under)/Over Spend	Budget Performance
Assistive Technology & Equipment	6.686	6.578	-0.108	-1.6%	✓
Social Care Activity	24.855	24.469	-0.386	-1.6%	✓
Information & Early Intervention	9.678	18.312	8.634	89.2%	✗
Commissioning & Service Delivery	20.451	19.030	-1.421	-6.9%	✓
Unallocated Budgets	-0.961	1.447	2.408	250.6%	✗
Purchased Services	202.535	209.630	7.095	3.5%	✗
<b>Total</b>	<b>263.244</b>	<b>279.466</b>	<b>16.222</b>	<b>6.2%</b>	<b>✗</b>
Covid-19 Funding	13.866				
<b>Total after use of additional funding</b>	<b>277.110</b>	<b>279.466</b>	<b>2.356</b>	<b>0.9%</b>	<b>✗</b>

### Forecast Under/Overspend



## 2.4 Key Variances

### 2.4.1 Purchased Services, overspend £7.095m

Mainly due to the additional costs incurred due to the Covid-19 pandemic.

### 2.4.2 Information & Early Intervention, overspend £8.634m

Mainly due to the additional costs incurred due to the Covid-19 pandemic.

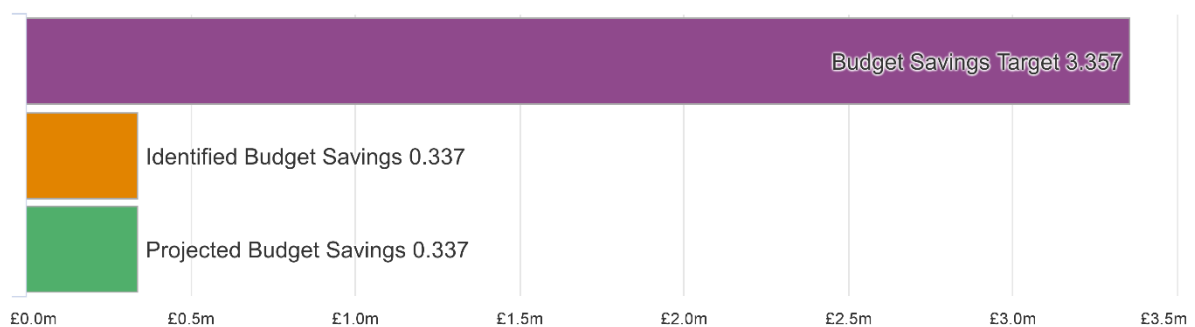
## 2.5 Budget Savings

Budget reduction targets totalling £3.784m were allocated for the year. There was an over-achievement of savings of £0.427m that was brought forward to the current year. This has resulted in total reductions to be achieved of £3.357m at the start of the year.

The value of the savings initiatives which have been identified for implementation in the current year is £0.337m.

The shortfall between the total targets and the identified savings initiatives is £3.020m.

### Budget Savings



The projected budget savings have been reduced to reflect the delay in implementing the Better Lives project due to the impact of Covid-19. It is forecast that £0.337m of savings will have been achieved by the year-end. The table below shows performance against the target.

#### Budget Savings Initiatives

	Budget Reduction Amount £m	Forecast to be Achieved by the end of 2020/21 £m	(Shortfall)/ Additional Savings Achieved £m	
Better Lives – Whole Life Disabilities Pathway	0.246	0.246	0.000	✓
Better Lives – Older People's Pathway	0.091	0.091	0.000	✓
Total Position	0.337	0.337	0.000	✓
Shortfall/(Surplus) of Identified Savings	3.020			
Budget Savings Target	3.357			
Prior Year B/f	-0.427			
Current Year	3.784			

## 2.6 Growth Items and One-Off Funding

The portfolio received the following additional budget allocations in 2020/2021:

### 2.6.1 Demographic Growth - £4.500m ongoing

This is being used to fund the additional costs due to the year-on-year increase in the number of clients supported.

### 2.6.2 Winter Pressures - £3.627m ongoing

This is being used to fund the additional services put in place to help reduce hospital admissions and delays in hospital discharges.

### 2.6.3 Transforming Care Programme - £0.800m ongoing

To be used to fund the additional care packages for clients that have been discharged from long-term health provision. To date no additional clients have been discharged in the current financial year, so there has been no spend against this allocation.

### 2.6.4 Implementation of Better Lives - £0.533m one-off

This additional one-off budget will be used to fund the balance due to our consultant for the Better Lives project. This had not yet been spent, but will be before the end of this year.

### 2.6.5 Homes for Older People - £3.000m one-off

This budget is to meet some of the costs associated with the remedial work and additional staff required to meet safety standards in a number of our homes.

### 2.6.6 Care Home and Home Care Fees - £8.787m ongoing

This funding is to meet the increase in independent sector fees and has been fully allocated and the additional spend started in April and is expected to be incurred evenly throughout the whole year.

## 2.7 Financial Risks

There is a risk that the following issues could negatively impact on the portfolio's forecast outturn position reported in the Forecast Summary above:

### Financial Risks

<b>Service</b>	<b>Risk</b>	<b>Sensitivity*</b> <b>£m</b>	<b>Likelihood</b> <b>1 = Low,</b> <b>5 = High</b>
Servicewide	Continuing increase in costs due to the Covid-19 pandemic.	16.203	3

\*Sensitivity represents the potential negative impact on the outturn position should the event occur.

## 2.8 Earmarked Reserves

Earmarked reserves totalling £30.046m are currently held to support future expenditure. Details of these reserves are as follows:

Reserves		£m
Older People's Housing Strategy	=	30.000
Healthy Homes	=	0.046
<b>Total Reserves</b>	<b>=</b>	<b>30.046</b>

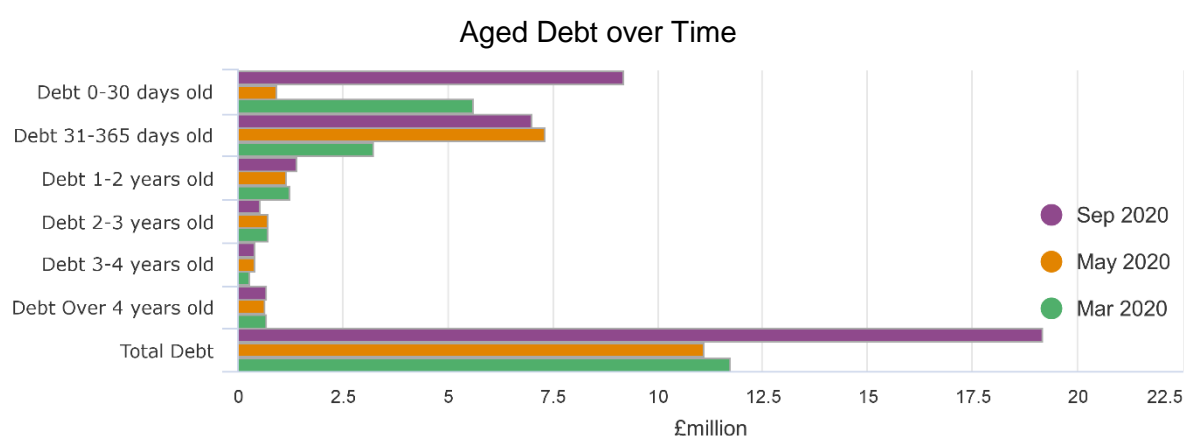
### Key

- ↑ Reserve has increased over the quarter
- = Reserve is unchanged over the quarter
- ▼ Reserve has decreased over the quarter

## 2.9 Debt Position

The profile of the debt raised, relating to income receivable by services within the Adult Social Care and Health department, is as follows:

0-30 days £m	31-365 days £m	1-2 years £m	2-3 years £m	3-4 years £m	Over 4 years £m	Total £m
9.175	6.994	1.403	0.534	0.385	0.685	19.176
↑	↓	↑	↓	↓	↑	↑
47.8%	36.5%	7.3%	2.8%	2.0%	3.6%	100.0%



In the year up to 30 September 2020 the value of debt that has been written off totals £0.215m.

## 3 Financial Considerations

As detailed in the report.

## 4 Other Considerations

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, legal and human rights, equal opportunities, human resources, environmental, health and property and transport considerations.

## 5 Key Decision

No.

## **6 Call-In**

Is it required that call-in be waived in respect of the decisions proposed in the report?

No.

## **7 Background Papers**

Held on file within the Adult Social Care and Health Department. Officer contacts – Graham Woodhouse (finance), Julie Voller (performance).

## **8 Officer Recommendations**

That the Cabinet Member notes the report and considers whether there are any further actions that should be undertaken to improve the budget position moving forwards or to address performance, where it has not met the desired level.

**Helen Jones**  
**Executive Director**  
**Adult Social Care and Health**

**Peter Handford**  
**Director**  
**Finance & ICT**



# Adult Care Quarter 2 Performance Report 2020/2021

## Progress on Council Plan deliverables and key measures

### Empowered and self-sufficient communities

-  **Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals utilising the community networks built during the pandemic**

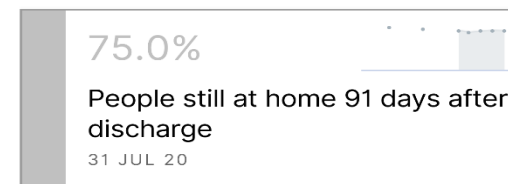
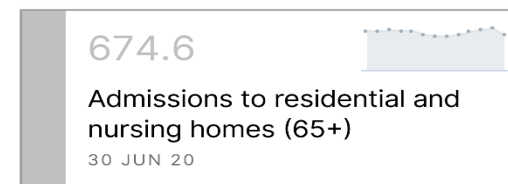
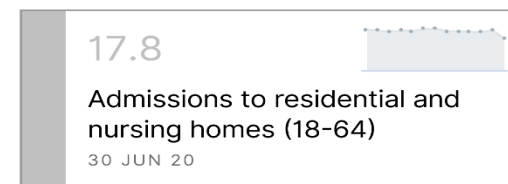
During quarter 2 there has been a continued focus on the Better Lives programme of work. All people with learning disability and / or Autism who have used building-based services and their carers / families have been written to and communication is ongoing to co-produce a new offer. This includes both those who attend directly provided day centres and those who attend day services in the private, voluntary and independent sector, a total number of 742 people. The new offer will focus on different ways of working to enable people with a learning disability to achieve personal goals, learn new skills, gain employment or volunteering opportunities and be more involved in their local communities. A central team of practitioners has now been established to work directly with people and their families / carers to co-produce the new offer. The team are currently actively working with 80 people. Recognising the need to have a range of services available plans are in place to re-open 3 building based offers within DCC and create the community offer. Progress is being made to support people with a learning disability to move from a short-term residential placement to a supported living long term home within local communities. 4 people have moved in this quarter.

**A focus on prevention and early intervention**

**✔ Better supported people to live at home longer and feel part of their local communities using the thriving communities approach**

The Better Lives programme work has continued in quarter 2 with a particular focus on supporting timely discharges from hospital which ensure older people are supported to return home and the creation of an enhanced reablement offer. The prototype of this new offer has been trialled with successful results and will be rolled out across the County during quarter 3.

The performance for those remaining within their own homes for 91 days following discharge from hospital has remained stable. Data since April has been available on a monthly basis with the latest figure for July of 73.5% . The admissions figures shown for the first quarter of 2020/21 are lower than previous years. It is anticipated that these figures will increase slightly, but will remain less than previous years. It is not currently possible to state with absolute certainty why this figure is lower, but highly likely that this is due to the impact of Covid-19. The first quarter of the current financial year saw the peak of Covid-19 and the ensuing significant restrictions placed on care homes. The impact that Covid-19 had on hospital throughput likely effected the number of long term placements into care homes, as hospital discharges are a key source of care home admissions.

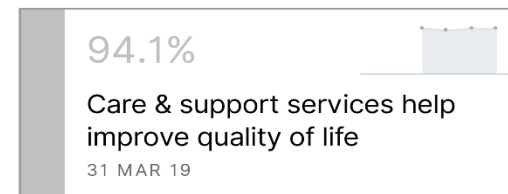


**🟡 Reviewed the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes**

The achieving great futures (AGF) workstream has been impacted by Covid-19. Delays to the workstream have been mitigated in the overall delivery plan. Learning from AGF has been used in the Children's Diagnostic and there are opportunities for greater impact working across the whole life pathway. In addition there is a Special Educational Needs and Disabilities (SEND) action plan which is currently being led by the Local Area SEND Board.

Rating set at 'Review' as there is still a risk to the timetable which is dependent on timing of the restart of this programme.

In the previous two years over 94% of clients responding to our Adult Care survey have agreed that care and support services help improve their quality of life. Results of the survey in 2019/20 will be published later in 2020.



**✔ Continued the implementation of the Older People's Housing, Accommodation and Support Strategy**

Collaboratively working alongside partners regarding opportunities for housing for older people, and the development of Local Plans and other strategic documents to ensure that housing for an ageing population is reflected as a key issue. We have reviewed the programme of activity in light of the impact of Covid-19 .

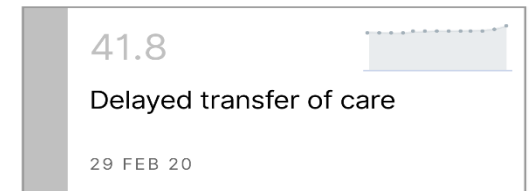
**Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint**

Proposals on the next steps for Assistive technology have been reviewed in line with the Council's wider transformation and the future model for AT is being developed using models from other Councils and learning from diagnostic report. The Brain in Hand pilot has been reviewed and we are currently working with the provider to commence the 12 months pilot in October 2020 Brain in hand is a digital support system designed to help people to navigate day-to-day difficulties and to problem solve; support can also be accessed at any time from the individual's mobile. The Remote Assessments for Equipment and Adaptations pilot project continues to be rolled out; will implement digital solutions to reduce the number of visits for Occupational Therapist's and other professionals and to prescribe more adaptations and equipment through Call Derbyshire to improve the speed with which referrals are dealt with and to release capacity for more complex situations.

**High performing council services**

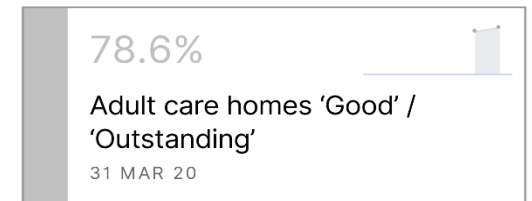
**Maintained the Council's high performance in reducing delayed transfers of care from hospital**

During the Covid-19 pandemic a new national approach to discharge from hospital was introduced across the country. The Council in partnership with Health has successfully implemented the new national guidelines. This has been further enhanced by the Better Lives workstream. This has resulted in people being able to leave hospitals earlier with higher numbers of people returning back to their own homes with community support. Work has continued in quarter 2. We remain focused on supporting timely discharges from hospital through the Better Lives programme and the creation of an enhanced reablement offer has delivered successful results which will be rolled out across the County during quarter 3. National publication of data has been suspended since February due to the impact of Covid-19.



**Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission**

The Council has 27 residential care homes, of these 23 are homes for older people and 4 specialising in learning difficulties. Current performance shows that 85% of those homes are rated as good for quality of care. Currently on site Care Quality Commission inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes. Feedback via the Quality Improvement Board which is responsible for the oversight of all the quality assurance and improvement work within directly provided regulated services is positive and provides assurance that quality improvement continues to be addressed as a priority



**Key**    Strong    Good    Review    Action    Data not available/Target not set