

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**CABINET MEMBER**

**16 September 2021**

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

**Performance and Revenue Outturn 2020-21**

**(Adult Care)**

**1. Divisions Affected**

1.1 Not applicable

**2. Key Decision**

2.1 This is not a Key Decision

**3. Purpose**

3.1 The purpose of this report is to provide the Cabinet Member with an update of the Council Plan performance position and the revenue outturn position of the Adult Care portfolio for 2020-21.

**4. Information and Analysis**

**4.1 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 outturn position for the portfolio.

As an overview, the report shows that progress is "good" for the majority of the Council Plan deliverables led by the portfolio, however the deliverables "Review care and support offer", "Delayed transfers of care" and "Adult care homes" have been flagged as "requiring review". After the use of additional Covid-19 funding, the outturn position for 2020-21 is an underspend of £15.870m. It is calculated that £1.463m of savings 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 £0.919m.

## 4.2 Performance Summary

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

Deliverable Progress



Performance Measures Against Target



Performance Measures Against Target

	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		75.2%	74.8%		
Rate of permanent admissions to residential and nursing homes (aged 18-64) per 100,000 population	22.1	41.6	18.2		
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	647.5	1,331.7	751.1		
Percentage of Clients agreeing that care and support services help improve their quality of life	94.1%	94.6%			
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	5.6	6.5			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		85.7%	85.2%		

**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 3 and four as "review".

Key areas of success are:

- Progress is being made, in spite of the pandemic, 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.
- The new national approach to discharge from hospital has continued and progress has continued in this Quarter to ensure people do return to their own homes.
- A successful Investment Event for Older People's Housing, Accommodation and Support was held.
- The current assistive technology contracts have been extended for another year due to impact of Covid-19. The Brain in Hand pilot commenced in November 2020.

Key areas for consideration are:

- Reviewing the Council's care and support offer for children with special educational needs and disabilities and adults - The Achieving Great Futures (AGF) work stream is paused pending a final decision on what future work will take place as a result of the Children's Service Diagnostic. Work on the SEND Strategic Action Plan Theme 6 (Preparation for Adulthood) continues which will help support improving the outcomes of children and adults with SEND.
- Continued with the Better Lives programme and created an enhanced reablement offer with 75% of people still at home 91 days after discharge at end of December. The Council's performance remains low compared to national and regional benchmarks.

Further information on the portfolio's Council Plan performance are included at Appendix 2.

### 4.3 Outturn Summary

The net controllable budget for the Adult Care portfolio is £273.759m.

The Revenue Outturn Statement for 2020-21 indicates there is a year-end underspend of £15.870m.

In addition to any use of earmarked reserves, the outturn position includes the following significant items of one-off income:

£14.317m - This income from Health was to fund all hospital discharge care packages.

£22.781m - Additional Covid-related ring-fenced grants

The outturn position includes the following significant items of one-off expenditure:

£51.965m - Covid-19 Expenditure

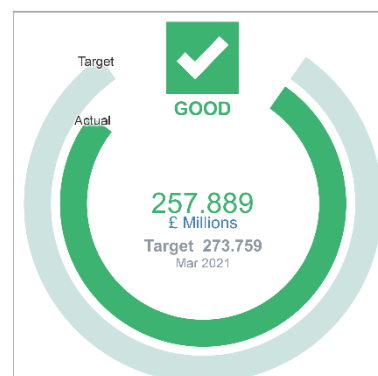
£1.500m - Transfer to Earmarked Reserves to fund the Telecare project

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

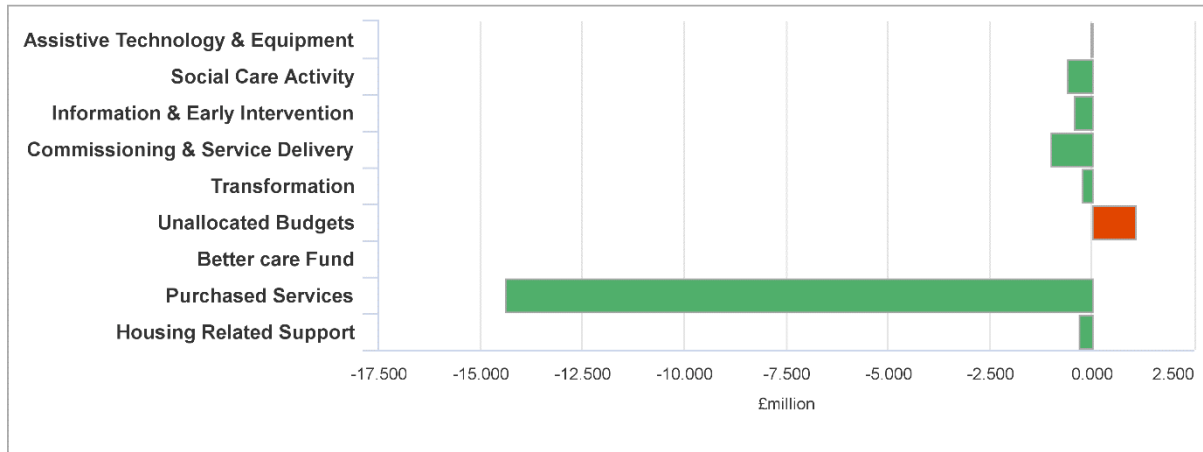
Adult Care Budget Items

	Controllable Budget £m	Actual Expenditure £m	Under (-)/ Over Spend £m	Percentage Under (-)/ Over Spend	Budget Performance
Assistive Technology & Equipment	6.343	6.331	-0.012	-0.2%	✓
Social Care Activity	24.895	24.306	-0.589	-2.4%	✓
Information & Early Intervention	14.685	14.257	-0.428	-2.9%	✓
Commissioning & Service Delivery	18.603	17.598	-1.005	-5.4%	✓
Transformation	1.058	0.848	-0.210	-19.8%	✓
Unallocated Budgets	-1.064	0.000	1.064	100.0%	✗
Better care Fund	-36.886	-36.871	0.015	0.0%	⚠
Purchased Services	242.560	228.171	-14.389	-5.9%	✓
Housing Related Support	3.565	3.249	-0.316	-8.9%	✓
<b>Total</b>	<b>273.759</b>	<b>257.889</b>	<b>-15.870</b>	<b>-5.8%</b>	✓

Outturn against target budget



## Under (-)/Over Spend



### 4.4 Key Variances

#### 4.4.1 Purchased Services, underspend £14.390m

Due to the additional health funding of £14.317m for hospital discharge care packages.

#### 4.4.2 Social Care Activity, underspend £0.589m

Due to a reduction in staff travel of £0.484m.

#### 4.4.3 Commissioning & Service Delivery, underspend £1.004m

Due to underspends on Finance staff (£0.619m) and a reduction in spend on apprenticeships (£0.599m).

#### 4.4.4 Unallocated Budgets, overspend £1.064m

Due to the slippage in the Better Lives project due to the impact of Covid-19.

### 4.5 Covid Funding

The above figures include all additional costs incurred due to Covid-19 and the funding provided to cover those costs. The table below details these areas of expenditure.

	<b>Corporate Covid Grant £m</b>	<b>Ring-Fenced Departmental Grants £m</b>	<b>Recharged to Health £m</b>	<b>Total £m</b>
<b>Purchased Services</b>				
Additional Care Packages (Hospital Discharge)	0.000	0.000	14.317	14.317
10% Increased Payment to PVI	4.258	0.000	0.000	4.258
Additional Care Packages (exc Hospital Discharges)	2.841	0.000	0.000	2.841
Increased Agency Staff Spend	2.100	0.000	0.000	2.100
Loss of Co-Funding Income	1.115	0.000	0.000	1.115
Delay in Savings Targets	0.662	0.000	0.000	0.662
<b>Information and Early Intervention</b>				
Infection Control Fund	0.000	18.291	0.000	18.291
Additional PPE Costs	3.891	0.000	0.000	3.891
Rapid Testing Fund	0.000	2.426	0.000	2.426
Workforce Capacity Fund	0.000	1.813	0.000	1.813
Miscellaneous Additional Costs	0.000	0.251	0.000	0.251
<b>Total</b>	<b>14.867</b>	<b>22.781</b>	<b>14.317</b>	<b>51.965</b>

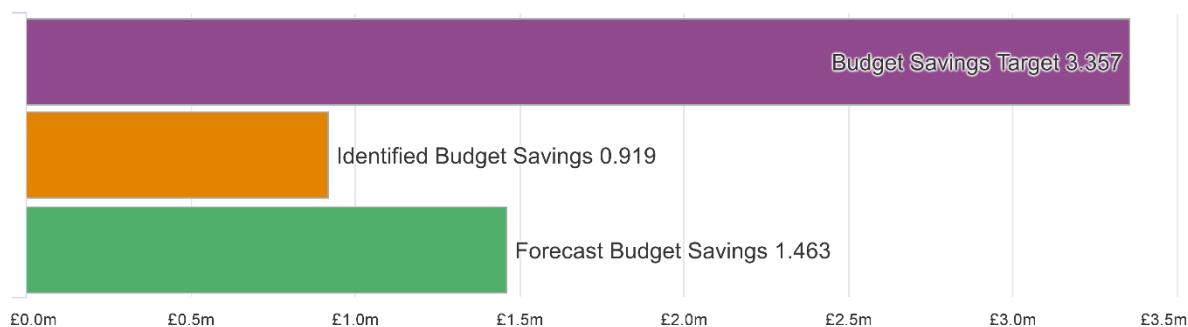
#### 4.6 Budget Savings

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 £0.919m.

The shortfall between the total targets and the identified savings initiatives is £2.438m.

## Budget Savings



The projected budget savings was reduced to reflect the delay in implementing the Better Lives project due to the impact of Covid-19.

It is calculated that £1.463m of savings have been achieved by the year-end. The table below shows performance against the target.

### Budget Savings Initiatives

	Budget Reduction Amount £m	Achieved by the end of 2020/21 £m	Shortfall (-)/ Additional Savings Achieved £m	
Review Prevention Services	0.044	0.044	0.000	✓
Better Lives – Whole Life Disabilities Pathway	0.246	0.385	0.139	✓
Better Lives – Older People’s Pathway	0.091	0.496	0.405	✓
Funding of Prevention from Public Health Grant	0.538	0.538	0.000	✓
Total Position	0.919	1.463	0.544	✓
Shortfall/(Surplus) of Identified Savings	2.438	0.000	-2.438	
Budget Savings Target	3.357	1.463	-1.894	✗

	Budget Reduction Amount £m
Prior Year B/f	-0.427
Current Year	3.784
Budget Savings Target	3.357

## 4.7 Growth Items and One-Off Funding

The portfolio received the following additional budget allocations in 2020-21:

### 4.7.1 Demographic Growth - £4.500m ongoing

This was used to fund the additional costs due to the year-on-year increase in the number of clients supported. £2.120m of this funding was for transition cases, of which £1.717m was used and the balance of £0.403m was returned.

### 4.7.2 Winter Pressures - £3.627m ongoing

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

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

This was used to fund the additional care packages for clients that have been discharged from long-term health provision.

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

This additional one-off budget was used to fund the balance due to our consultants for the Better Lives project.

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

This budget was to meet some of the costs associated with the remedial work and additional staff required to meet safety standards in several our homes. This was not required and was therefore returned.

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

This funding was to meet the increase in independent sector fees and was fully allocated.

## 4.8 Earmarked Reserves

A detailed analysis of the earmarked reserves is shown below.

	Opening Balance £m	Additions £m	(Used)/ Returned £m	Closing Balance £m
Telecare	0.000	1.500	0.000	1.500
Better Lives Project	3.807	0.000	(3.807)	0.000
Healthy Homes	0.046	0.158	(0.165)	0.039
Older People's Housing Strategy	30.000	0.000	(13.897)	16.103
<b>Total</b>	<b>33.853</b>	<b>1.658</b>	<b>(17.869)</b>	<b>17.642</b>



The earmarked reserves have been reviewed and all are required to meet commitment already agreed for 2021-22 onwards.

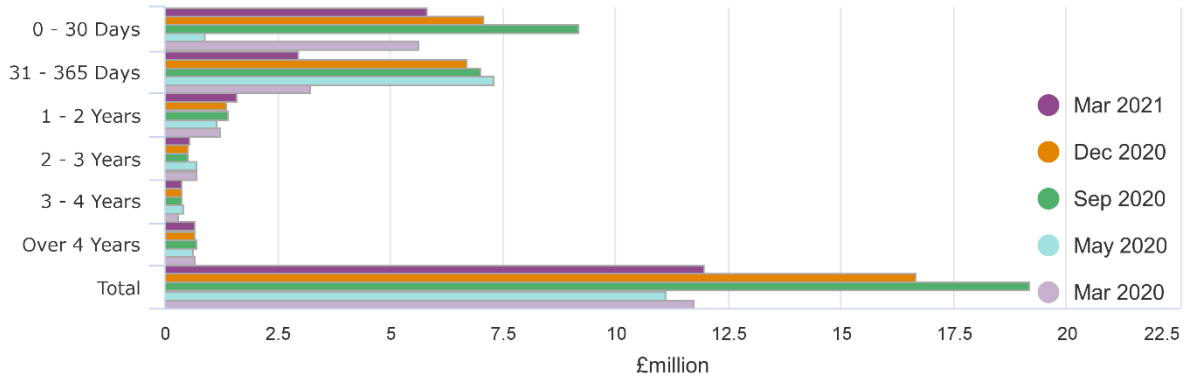
**4.9 Debt Position**

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

Debt Position

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
5.811	2.962	1.582	0.559	0.369	0.663	11.946
▼	▼	▲	▲	▲	▲	▼
48.6%	24.8%	13.2%	4.7%	3.1%	5.5%	100.0%

Aged Debt over Time



In addition, at the end of March 2021 there was a further £3.201m of debt relating to residential and co-funding charges that had not been invoiced.

In the year up to 31 March 2021 the value of debt that has been written off totals £0.217m.

**5. Alternative Options Considered**

5.1 Not applicable.

**6. Implications**

6.1 Not applicable.

**7. Background Papers**

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

## **8. Appendices**

- 8.1 Appendix 1- Considerations
- 8.2 Appendix 2- Adult Care Budget Outturn 2020-21

## **9. Recommendation**

- 9.1 That the Cabinet Member notes the report and considers whether there are any further actions that should be undertaken to address performance, where it has not met the desired level.

## **10. Reasons for Recommendation**

- 10.1 Not applicable

## **11. Is it necessary to waive the call-in period?**

- 11.1 No

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## **Appendix 1 Implications**

### **a) Financial**

As detailed in the report

### **b) Other**

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

## ADULT CARE BUDGET OUTTURN 2020-21

	Budget £	Expenditure £	(Under)/ Over £
<b>All Client Groups</b>			
Purchased Services	242,561,480	228,171,112	(14,390,368)
	<b>242,561,480</b>	<b>228,171,112</b>	<b>(14,390,368)</b>
<b>Equipment</b>			
Pooled Equipment	5,696,507	5,696,507	0
Non-Pooled Equipment	466,343	394,358	(71,985)
Telecare	180,000	240,594	60,594
	<b>6,342,850</b>	<b>6,331,459</b>	<b>(11,391)</b>
<b>Social Care Activity</b>			
Assessment	22,097,602	21,383,363	(714,239)
Management & Support	2,796,998	2,922,152	125,154
	<b>24,894,600</b>	<b>24,305,515</b>	<b>(589,085)</b>
<b>Information &amp; Early Intervention</b>			
Client Support	85,789	35,153	(50,636)
Grants	750,925	725,111	(25,814)
Learning Disability Engagement	51,190	8,787	(42,403)
Healthy Homes	334,047	202,770	(131,277)
Other Schemes	13,462,834	13,285,641	(177,193)
	<b>14,684,785</b>	<b>14,257,463</b>	<b>(427,322)</b>
<b>Commissioning &amp; Service Delivery</b>			
General	1,918,227	1,432,530	(485,697)
Executive Director	5,208,146	5,426,204	218,058
Strategy & Commissioning	2,250,359	2,091,666	(158,693)
Finance	3,877,668	3,258,525	(619,143)
Performance & Efficiency	1,891,884	2,148,111	256,227
Business Support	3,456,331	3,241,338	(214,993)
	<b>18,602,615</b>	<b>17,598,374</b>	<b>(1,004,241)</b>
<b>Transformation</b>			
Transformation	1,058,111	847,661	(210,450)
	<b>1,058,111</b>	<b>847,661</b>	<b>(210,450)</b>
<b>Better Care Fund</b>			
Better Care Fund	(36,886,349)	(36,871,498)	14,851
	<b>(36,886,349)</b>	<b>(36,871,498)</b>	<b>14,851</b>
<b>Housing Related Support</b>			
Older People	2,521,017	2,134,704	(386,313)
Physical Disability	4,732	4,275	(457)
Learning Disability	213,035	205,186	(7,849)
Mental Health	558,470	688,701	130,231
Generic Services	267,592	215,871	(51,721)
	<b>3,564,846</b>	<b>3,248,736</b>	<b>(316,110)</b>
<b>Unallocated Budgets</b>			
Unallocated Budgets	(1,064,094)	0	1,064,094
	<b>(1,064,094)</b>	<b>0</b>	<b>1,064,094</b>
<b>Total Controllable Expenditure</b>	<b>273,758,844</b>	<b>257,888,822</b>	<b>(15,870,022)</b>