

**Report to:** ADULT AND COMMUNITY  
SERVICES SCRUTINY COMMITTEE

**Date:** 5<sup>th</sup> October 2010

**Report of:** DIRECTOR OF ADULT AND  
COMMUNITY SERVICES

**Report No:**

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**Report Title:** Quarter 1 Performance Dashboard

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**Non Confidential**

This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

**Purpose:**

The purpose of this report is to provide the Adult and Community Services Scrutiny Committee with an update on performance for the period 1<sup>st</sup> April 2010 – 30<sup>th</sup> June 2010, to highlight areas for concern, and present actions needed to address them.

The report also highlights areas of excellent performance achieved across the year so far and identifies the ever-changing areas for improvement, against the backdrop of an uncertain economic climate.

**Recommendations:**

It is recommended that the Scrutiny Committee notes the contents of the report.

**Background Doc(s):**

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## SUMMARY OF REPORT:

This report is to provide the Adult and Community Services Scrutiny Committee with an update of performance for the period 1 April 2010 – 30 June 2010, highlight areas for concern, and present actions needed to address them.

At Quarter One, 37 of the indicators the department is responsible for are available to report. There are a number of indicators for which information is not yet available either because they are reliant on data that is collected and reported by our partners, they are reported on an annual basis or they are based on survey data which is not currently available at this point in the year. Of the 37 indicators available overall:

- 25 are on track (67.6%)
- 11 are off track (29.7%)
- 1 is reported but has no target information (2.7%)

The majority of the indicators not yet available are Health-related indicators collected by NHS Bolton.

Adult and Community Services are maintaining good overall performance at Quarter One this year; however following on from 2009-10 there continues to be areas of challenge across all three themes. More detail on indicators currently off track can be found within the body of the report.

There are many examples of good performance at Quarter One such as:

- Good continued progress on the Self Directed Support indicator with 21.5% of all adults, older people and carers receiving community based services now in receipt of Self Directed Support, which is a 1.4% increase on the 2009-10 outturn.
- Consistent improvements in relation to people supported to live independently through social services, in line with increases in the local population.

A summary of financial performance is as follows:

- There is a forecast over-commitment of £2.5m against the £62.9m revenue budget.
- £2.7m of the £3.0m budget savings options have been achieved.
- Capital programme spend is forecast at £3.1m against the original programme of £5.2m. However, £1.7m spend within the original programme of £5.2m has been put on hold for 2010/11.

Adult and Community Services hold £1.1m of reserves.

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**PERFORMANCE****1.0 INTRODUCTION**

- 1.1 In March 2010 the Government announced that 18 indicators were being removed from the National Indicator Set from April 2010 and seven of these were reported within the department. After reviewing the relevance of these indicators all will continue to be reported

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locally during 2010-11 except for the following

- NI10 (Visits to museums and galleries) – we are currently clarifying whether the Active People Survey that this indicator derives from, will continue to be collected around this matter; and
- NI 13 (Migrants English language skills and knowledge).

- 1.2 Further changes to the National Indicators are expected from the Government during the course of the year and will be reviewed by the Planning & Performance Team as necessary.
- 1.3 The format of the performance dashboard was reviewed at Quarter Four of 2009-10 with the intention of streamlining the report and moving towards presenting information on an exception basis. Areas of poor or declining performance and areas of good or improving performance have been highlighted and where poor or declining performance is identified, remedial action agreed by the department is detailed within the report.
- 1.4 Key findings for performance are detailed under section 2 of the report, with a full list of performance indicators by priority theme available at **Appendix A**. This contains additional commentary as well as the detail of the indicators and analysis of performance.

## 2.0 PERFORMANCE KEY FINDINGS

### *Off Track Indicators – Exception Report*

- 2.1 The following indicators are off track at Quarter One. The following tables have been split by priority theme and provide information for each indicator on the gap in performance, reason for the gap and improvement actions identified by the department.

### 2.2 *Healthy Theme*

Indicator	PI Reps	Q1	Gap in performance	Reason for gap	Improvement Actions
NI 130 – Self Directed Support	Andrew Kilpatrick (AK)	23.5% (projection for year end)	6.5% (= 591 clients)	The Self Directed Support process continues to be embedded and piloted and we are still at an early point in the year.	It is anticipated that the wider rollout of the SDS process will increase numbers as we go through the year and although this is being classed as 'off track' the indicator is still showing good progress and improving on 2009-10.
NI 132 – Timeliness of social care assessment	AK / Isabel Southern (IS)	77.5%	2.5% (= 26 assessments)	The impact of holding vacancies within social care as part of the Care Management review.	As part of the Care Management review, proposals are being worked on around the customer journey which will reduce demand on the system and realign staffing in this area.
NI 135 – Carer's activity	AK / Ian Jones	21.2% (projection)	14.8% (= 1258 clients)	Some of the gap can be explained by problems with data quality ie where records on the database have not been updated	Data quality problems are being investigated with the Performance Team and remedial action put in place

				<p>this affects the final numbers.</p> <p>There has been an increase in the proportion of declined assessments</p> <p>Priority has been given to addressing the backlog of outstanding reviews of cared-for persons</p>	<p>The increase in the number of declined assessments is being explored with a view to putting in place remedial action.</p> <p>Recently appointed Community Assessment Officers now being redirected to work on outstanding carers assessments and reviews</p> <p>Priorities of Carers Support Workers being reviewed</p>
C34 – Substance Misuse (Helped to live at home)	AK	0.11 (17 people)	0.08 (= 13 clients)	The figure shows that there have been 17 people with substance misuse issues helped to live at home in the year, which is 13 people short of the target of 30.	It is believed that the number of people with substance misuse issues is lower than expected due to remedial work around primary client types and there will be a focus on this area to improve the figure going into 2010-2011.
C72 – Older people admitted to residential/ nursing care	AK / Evan Compton	21.05 - 82 clients	28 clients over	The projection for year end shows that if the figure continued at the current rate, we would miss the target by 28 older people in residential or nursing care.	Work is ongoing to ensure that older people are getting appropriate residential or nursing care.
KT3 – Adults and older people missing ethnicity	AK	0.9% (64 clients)	0.7% (= 45 clients)	The target for 2010-11 has been significantly reduced to 0.2% in order to reduce numbers of clients with missing ethnicity.	Cases of missing ethnicity will be followed up and corrected

### 2.3 Strong & Confident

Indicator	PI Reps	Q1	Gap in performance	Reason for gap	Improvement Actions
NI 145 – LD Clients in Settled Accom	AK / IS	47.1% (projection) - 320	22.9% (= 155 clients)	The projection for year end shows that if the figure continued at the current rate, 155 more clients with	There are some ongoing issues around how the indicator is reported which are being worked on in time for Quarter Two reporting schedule.

				learning disability would need to be in settled accommodation at year end in order to hit the target.	
NI 146 - LD Clients in Employment	AK / IS	0.2% (projection)	2.16% (= 13.2 clients)	The projection for year end shows that if the figure continued at the current rate, more than 13 additional clients with learning disability would need to be in employment at year end in order to hit the target.	Initiatives are underway and planned in partnership with the Development & Regeneration department that will impact positively on this indicator.
LPI - Hate Crimes	GH / DH	1.74 (projection)	0.41 (= 107 crimes)	The increase is partly due to the success of the hate crime reporting centres.	<p>Actions outlined including:</p> <ul style="list-style-type: none"> <li>- Well developed hate strategy based on central partnership reporting and recording system and procedures</li> <li>- Improved reporting mechanisms available across the borough;</li> <li>- Strategy for awareness raising to enhance understanding of hate incidents</li> <li>- Be Safe is currently looking to expand its network of third party reporting centres and extend the promotion and awareness raising of the reporting service.</li> </ul>
LPI - Engagement in Bolton's Cultural Activity	Stephanie Crossley	54,608	10,656 instances of engagement	'Find your talent' funding was pulled at the end of June and activity ceased from 1 <sup>st</sup> July.	.

### 3.0 SERVICE IMPROVEMENT ACTION PLANS (SIAPs) - DEPARTMENTAL OVERVIEW

- 3.1 The department has demonstrated average performance with 57.14% of Key Task milestones achieved at Quarter One. Three Key Task milestones (21.43%) have not been achieved and three Key Tasks (21.43%) have not been updated this quarter.

## CUSTOMER INTELLIGENCE

### 4.0 CUSTOMER CARE STANDARDS SECTION

#### Quarter One

4.1 Excluding social care complaints Adult and Community Services received 12 complaints during Quarter One.

4.2 Response times for Quarter One are detailed below:-

Category	Number	Percentage
Number of complaints responded to within standard	8	80%
Number responded to up to <b>7 days</b> out of standard	-	-
Number responded to up to <b>14 days</b> out of standard	1	10%
Number responded to up to <b>21 days</b> out of standard	-	-
Number responded to <b>over 21 days</b> out of standard	1	10%
<b>Total responded to</b>	10	100%

4.3 For 2009/10 the response rate for completion within standard was 82%. Therefore Quarter One's performance is below target and work with complaints contacts in divisions will take place to improve this.

4.4 A summary by service area can be found below:

#### Corporate Complaints

Area	Number of complaints
Community Safety Services	1
Libraries	8
Museums and Archives	1
<b>Total</b>	<b>10</b>

#### Social Care Complaints

4.5 Adult and Community Services received 42 social care complaints during Quarter One. This is a 13% decrease in comparison to Quarter Four in 2009-10 but the level of complaints still remains proportionally high when compared to previous quarters. For example, in Quarter One 2009-10 there were 33 complaints received; which represents a 21% increase when compared with this quarter.

4.6 High level analysis reveals the majority of representations are broken down as follows:

- 24% are regarding residential care (10 representations)
- 19% are regarding home care (8 representations)
- 10% are regarding services user's assessment or provision (4 representations)
- 10% are regarding relating to financial issues and services (4 representations)

4.7 The significant increase in the level of complaints we saw in 2009-10 has continued in 2010-11 – this is due in part to the changes in process brought about by the new Regulations which took effect in April 2009 and which aimed to promote increased accessibility of complaints

systems for Social Care. This is also due in part to changes in services and increased public confidence with raising complaints. Following discussion with North West colleagues there appears to be a similar picture across the region.

## CORPORATE HEALTH

### 5.0 HUMAN RESOURCES INFORMATION

- 5.1 An increase in sickness absence was identified at year end for Adult & Community Services with the percentage of working days lost due to sickness rising 5.7% average over the quarter, including a high of 6% in June. This represents a significant rise since last quarter (4.9%), or compared with the same time last year (4.16%). Social Care has the highest rate of sickness/absence within Adult and Community Services and Strategy & Commissioning has the least.
- 5.2 The number of staff with ethnicity not recorded has decreased from 0.95% at Quarter Four 2009/2010 to 0.62% for Quarter One 2010/2011. Of the 1778 members of staff, 3 did not supply any ethnicity data, and 8 selected the option of 'prefer not to say'.

### 6.0 ACCIDENT REPORTING

- 6.1 In Quarter One, a total of 64 accidents were reported (including incidents of violence and aggression), with five being officially reportable. This is comparable to 63 last quarter and 103 for the same quarter last year which demonstrates a reasonably stable reduction on past figures. The reportable incidents resulted in at least 15 working days being lost so far (figures are not yet complete). The category with the highest number of incidents was 'violence and aggression' with 30 incidents reported (47% of all accidents). However, only one of these incidents is officially reportable, making 'violence and aggression' represent only 20% of all reportable accidents.

### 7.0 PERFORMANCE OF INDEPENDENT PROVIDERS

- 7.1 All care home providers and twelve home care providers were rated as excellent as at 6 June 2010. One home care provider was rated adequate, while six had not yet been rated.
- 7.2 There have been concerns during the quarter in relation to the quality of service provision at seven care homes. All have or are being investigated. Improvement plans have been put in place to address concerns regarding the quality of service provided by two home care providers. Performance will be monitored closely.

### 8.0 FINANCIAL INFORMATION

#### 8.1 Revenue Budget

The Adult and Community Services 2010/11 revenue budget is as follows:

	<b>£000</b>
<b>Original Controllable Budget</b>	<b>64,818</b>
Transfer of pay award inflation to the corporate contingency	-713



2% in-year savings target for 2010/11

-1,246

**Revised Controllable Budget**

**62,859**

8.2 The table below sets out the financial projection as at the 30th June 2010.

SERVICE	NET BUDGET	PROJECTED OUTTURN	VARIANCE
	£000	£000	£000
Adult Social Care	47,183	51,130	3,947
Culture and Community Services	8,740	8,750	10
Strategy and Commissioning, Finance and Contingency	6,672	5,328	-1,344
Community Safety	264	149	-115
<b>TOTAL ADULT AND COMMUNITY SERVICES</b>	<b>62,859</b>	<b>65,357</b>	<b>2,498</b>

8.3 As in previous years, the main area of projected overspend and budget pressures continues to be within Adult Social Care, in particular in the Younger Adults (18-64) service. This is as a result of additional service users with complex needs requiring costly packages of care, including the transition of children moving across to adults. Across Adult Social Care there are other budget pressures resulting from an increased take-up of existing services, for example Direct Payments and residential care placements. Measures are being explored to manage the budget pressures within existing resources

8.4 At its meeting on the 26<sup>th</sup> July the Executive approved in-year 2010/11 revenue savings totalling £3.6m to meet the reduction in Area Based Grant funding to the Council recently announced by the Government. Adult and Community Services' share of the reduction was £857k. The savings approved by the Executive relating to Adult and Community Services are set out in **Appendix B**

## **8.5 Capital Programme**

8.6 **Appendix C** sets out the projected outturn position on the Capital Programme.

8.7 The 2010/11 Capital Programme available resources total £5.2m, comprising the 2010/11 original programme of £1.2m, unused resources of £2.9m carried forward from 2009/10 and additional in-year allocations of £1.1m.

8.8 Spend in Quarter 1, which is traditionally a low spend period, was £0.6m, of which the main areas of spend were £350k on the Thicketford House scheme, £140k on ICT and £85k on the Museums Industrial Powerhouse scheme.

8.9 At its meeting on 26 July, the Executive approved that capital resources across the Council in the 2010/11 Capital Programme be retained. This will help towards the funding of the 2011/12 Capital Programme in the light of anticipated reductions in capital resources in that year. £660k of capital resources relating to Adult and Community schemes were approved to be released, as set out in the Capital Programme monitor in **Appendix C**

8.10 In addition, Adult and Community Services have identified £1,083k planned spend in 2010/11, funded from Adults capital borrowing, which can be deferred or surrendered. The detail of these schemes is also set out in **Appendix C**

8.11 In total, £1,743k spend (representing 34% of the planned 2010/11 Adult and Community Services Capital Programme) has been put on hold for 2010/11.

#### **8.12 Reserve movements**

8.13 Reserve monies held on the Balance Sheet represent funds accumulated over the year from under spends against the budget, one-off monies received etc.

8.14 The reserves are analysed in the table below between those reserves, which are available for general use or to support any overspends against the budget, and specific reserves, which are earmarked for individual initiatives and projects (for example, funding for capital spend and grants carried forward from 2009/10 to fund specific schemes):

	£k
<b>General Reserves</b>	
Adult Social Care	546 dr
Culture	565 cr
Community Safety	195 cr
<b>Specific Reserves</b>	
Grants c/fwd from 09/10	368 cr
Leverhulme Sinking Fund	100 cr
Carry forward requests from 09/10	135 cr
Revenue funding of capital schemes	168 cr
Other	109 cr
<b>TOTAL RESERVES</b>	<b>1,094 cr</b>

#### **8.15 2010/11 Budget Savings**

8.16 As part of the 2010/11 Resource Allocation process the Executive Member approved 5% budget savings options of £3.0m (£2.5m in Adult Social Care, £321k in Culture, £166k in Strategy & Commissioning, and £18k in Community Safety). **Appendix D** sets out the current position against each of the savings options. In total, £2.7m of the £3m savings are projected to be delivered in 2010/11.

#### **8.17 Financial Risk**

8.18 The main area of financial risk continues to be the budget pressures within the Younger Adults (18-64) service, as a result of additional service users with complex needs requiring costly packages of care, including the transition of children moving across to adults.

### **9.0 RECOMMENDATIONS**

9.1 Members are asked to note and comment on the report