

Report to: ADULT AND COMMUNITY SERVICES
SCRUTINY COMMITTEE

Date: 6th April 2010

Report of: JOHN RUTHERFORD
DIRECTOR OF ADULT AND
COMMUNITY SERVICES

**Report
No:**

Contact Officer: Matthew Emerson

Tele No: 2874

Report Title: Quarter 3 Adult and Community Services Dashboard

**Purpose of the
report:**

The purpose of this report is to provide the Adult and Community Services Scrutiny Committee with an update on performance for the period 1st April 2009 – 31st December 2009, 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.

Decision:

**Background
Documents:**

1.0 INTRODUCTION

1.1. The report is split into three sections:

- Performance
- Customer Intelligence
- Corporate Health

1.2. The information is presented on an exception basis which picks out areas of poor or declining performance and areas of good or improving performance. Where poor or declining performance is identified, remedial action agreed by the Department has been included. Detailed information on all of the department's performance indicators is available in **Appendix A**.

1.3. Performance information is one of the tools the Department and Council use to ensure the services it provides are meeting statutory requirements. It is also used to ensure these services are reaching certain standards of quality and help the council to continue to improve.

2.0 PERFORMANCE

2.1. Adult and Community Services are responsible for delivering activity measured by 61 performance indicators. The indicators are taken from:

- the Community Strategy/LAA,
- the wider National Indicator set; and,
- statutory social care indicators

2.2. Of the 61 indicators, 17 are annual performance measures which this report does not cover and will be reported at the end of the performance year. Of the remaining 44 indicators, 24 are unavailable for reporting at Quarter Three which is due to the upgrade to carefirst 6. Remedial work will be completed by the end of February and a full set of indicators will be available to report on at year end.

HEALTHY THEME

2.3. In line with council's commitment to delivering strong improvements against its priorities, Adult and Community Services (ACS) along with partners are responsible for delivering 47 indicators within the Healthy Theme.

2.4. Of the total 47 indicators; Adult and Community Services has the lead for 25 of these and Health Partners lead for 22.

2.5. The table below outlines progress against the indicators that are available for reporting at Quarter Three:

Healthy Block Indicators Available	Number of Indicators	Available at Q3	Reported at Quarter Three			
			On track	Off track	Not Reported	Annual
CS/LAA	21	5	2 (9.5%)	3 (14.5%)	10 (47.5%)	6 (28.5%)
National Indicators	10	1	0	1 (10%)	4 (40%)	5 (50%)
	16	7	2 (12.5%)	2 (13%)	8 (50%)	1 (6%)

Remaining Indicators						
TOTAL	47	13	7 (15%)	6 (12.5%)	22 (47%)	12 (25.5%)
Of the 13 indicators available			7 (54%)	6 (46%)		

Community Strategy and LAA – Exceptions

Off-track

2.6. NI40 Drug users in effective treatment

NHS Bolton is projecting to miss the target of 1467 by 31. It has been identified that fewer people in Bolton are now defined as problematic drug users as a result of changing patterns of drug use. Remedial action is focused on better identification and referral of problem drug users into services.

2.7. NI Early access to maternity services

Previous figures have been based on computerised data but a manual audit has been undertaken and these figures show that the early booking targets are being achieved.

2.8. The three indicators that are Off Track are related to drugs and alcohol, and early access to maternity services both of which sit with NHS Bolton.

On-track

2.9. NI130 Direct Payments

Although the figures for Direct Payments and Self Directed Support are not available through system reporting, projections are available based on the finance figures. The projection for the year based on the data from Finance is that there will be 1133 Direct Payments by the end of the year (this excludes those who have been through the Self Directed Support Pilot). If the year end outturn of those receiving community based services remains the same or similar to last year, i.e. 10274 – this means that 11.03% of clients will have received a Direct Payment in the year, which is above the target.

2.10. VSC24 – Patients admitted with heart attacks prescribed the appropriate drugs at discharge.

The interim figures provided by NHS Bolton shows this indicator is performing strongly at 100%.

National Indicators and Local Indicators – Exceptions

Off-track

2.11. NI132 Timeliness of Social Care Assessments

This is currently being reported at 78.6% which is below the target of 85% and decreasing on both the previous year and the previous quarter. An action plan is in place to identify and address areas of concern.

2.12. C73 Adults aged 18-64 admitted on a permanent basis to residential or nursing care

This indicator has doubled from 6 to 12 admissions since Quarter Two and is now projected to exceed the target of 14 by year end. This has been highlighted and will be closely

monitored throughout Quarter Four.

2.13. On-track

The percentage of equipment and adaptations delivered within timescale is performing well and remains above target. Furthermore, all ethnicity targets are performing strongly within thresholds.

2.14. Service Improvement Action Plans

2009-10 Adult and Community Services had 9 SIAP key tasks under the Healthy theme. A number of social care projects have changed focus and structure resulting in some of the milestones being no longer appropriate or achievable. For the 2 SIAPs in Community Safety and Culture and Community Services the achievement rate was 100%. Breakdown by service area is detailed in the table below:

Service Area	Number of Key Tasks	Number of Tasks Not Updated	Number of Tasks with No Milestone	Number of Milestones Achieved	Number of Milestones Not Achieved
Community Safety	1	0	0	1 (100%)	0
Culture and Community Services	1	0	0	1 (100%)	0
Social Care	7	0	3/7 (43%)	1/7 (14%)	3/7 (43%)

STRONG AND CONFIDENT THEME

2.15. Adult and Community Services along with partners are responsible for delivering 14 performance measures overall within the Strong and Confident theme; 5 of these form part of the key outcomes under the Strong and Confident theme of Community Strategy and Local Area Agreement, with the remaining 9 being National Indicators for Local Government.

2.16. Community Strategy and LAA Indicators

The table below outlines progress against 3 of the 5 of the Community Strategy/LAA indicators; 2 of these indicators are not yet available.

CS/LAA Indicators	Number of indicators.	Available for reporting	Reported at Quarter Three			
			On track	Off track	Not Reporting	Annual
CS/LAA	5	3	3 (60%)	0	2 (40%)	0

Community Strategy/LAA Indicators – Exceptions

2.17. On-track

The following indicators are on track and showing excellent performance: NI142, Vulnerable people being supported to maintain independent living, NI149 Mental Health clients in settled accommodation, and LPI – Engagement of young people in cultural activity which is showing excellent continued improvement on the previous year.

2.18. National Indicators and Remaining Indicators

In addition to the indicators within the Community Strategy and LAA, we are also committed to delivering a further 9 indicators under the Strong and Confident Block as part of the National Indicator Set for Local Government.

National Indicators	Number of indicators	Available for reporting	Reported at Quarter Three			
			On track	Off track	Not Reporting	Annual
National Indicators	9	4	3 (33%)	1 (11%)	0	5 (56%)

2.19. 5 National Indicators are reported annually, therefore there are 4 remaining which can be reported at Quarter Three. 3 of these are 'On Track' and 1 is 'Off Track'.

On-track

2.20. NI 141 Number of vulnerable people achieving independent living

This indicator is performing excellently and has improved by almost 9% since last quarter, and is well on track to meet the year end target. Also performing well is NI 150 which measures Mental Health service users in employment and is showing good improvements on the previous year and above target.

2.21. NI 145 Adults with learning disabilities in settled accommodation

This indicator is showing steady performance compared with Quarter One's figure, when the figure was last available. There is work ongoing to remedy data quality issues around uncategorised clients with the aim to further improve the figure.

Off-track

2.22. NI 146 Adults with learning disabilities in employment

This indicator has declined significantly since Quarter One when the figure was last available and is declining on last year's outturn. The issue of employment for adults with learning disabilities has been flagged as an area of focus for the department and forms part of the department's work to improve its overall annual performance assessment.

2.23. Service Improvement Action Plans

In 2009-10 Adult and Community Services had 9 SIAP key tasks categorised under Strong and Confident.

Service Area	Number of Key Tasks	Number of Tasks Not Updated	Number of Tasks with No Milestone	Number of Milestones Achieved	Number of Milestones Not Achieved
Culture and Community Services	8	2/8 (25%)	0	4/8 (50%)	2/8 (25%)
Strategy and Commissioning	1	0	0	1/1 (100%)	0

2.24. Culture and Community Services achieved 50% of milestones being achieved and Strategy and Commissioning achieved 100% of their milestones within the Strong & Confident theme.

3.0 SERVICE IMPROVEMENT ACTION PLANS (SIAPs) - DEPARTMENTAL OVERVIEW

3.1 There has been good progress in updating SIAP Key Tasks across the department with 92% updated.

3.2 The department has demonstrated average performance with 66% of tasks with a milestone being achieved, although this is down from 73% in Quarter Two. 24% of tasks with a milestone were not achieved, equating to 8 tasks – this is an improvement on Quarter Two.

3.3 The table below shows overall milestone achievement for each of the service areas. **Appendix B** shows full list of SIAP milestones not achieved.

Service Area	Number of Key Tasks	Not Updated	No Milestone	Milestones Achieved	Milestones Not Achieved
Community Safety	8	0	1	7/7 (100%)	0
Culture and Community Services	9	2/9 (22%)	0	5/9 (56%)	2/9 (22%)
Social Care	9	0	5	1/4 (25%)	3/4 (75%)
Strategy and Commissioning	14	1/13 (8%)	1	9/13 (69%)	3/13 (23%)
Totals	40	3/33 (9%)	7/40 (18%)	22/33 (67%)	8/33 (24%)

3.4 Transforming Services

A number of SIAP tasks are allocated to the ‘seventh theme’ of Transforming Our Services. There are 15 tasks under this and 3 of these do not have a milestone at Quarter Three. There has been excellent progress within this theme with 67% of milestones being achieved. 3 milestones were not achieved in the Strategy and Commissioning division and within Social Care there were no tasks with milestones.

Service Area	Number of Key Tasks	Not Updated	No Milestone	Number of Milestones Achieved	Number of Milestones Not Achieved
Strategy & Commissioning	13	1/12 (8%)	1	8/12 (67%)	3/12 (25%)
Social Care	2	0	2/2 (100%)	0	0
Totals	15				

4.0 CUSTOMER INTELLIGENCE

4.1 This part of the report highlights the department’s performance as measured by surveys and other customer relationship activity.

CUSTOMER CARE STANDARDS SECTION

4.2 Excluding Social Care complaints Adult and Community Services received 11 complaints during Quarter 3.

4.3 Response times for Quarter 3 are detailed below :-

Category	Number	Percentage
Number of complaints responded to within standard	9	82%
Number responded to up to 7 days out of standard	1	9%
Number responded to up to 14 days out of standard	-	-
Number responded to up to 21 days out of standard	-	-
Number responded to over 21 days out of standard	1	9%
Total responded to	11	100%

4.4 At the end of Quarter 4 for 2008/09, there were 59 corporate complaints for the year. With 32 at the end of Quarter 3 this year, we project an end of year of 43 corporate complaints. This reduction may be due to organisational changes as Sport, Health and Inclusion and Regulatory Services are no longer within Adult and Community Services.

4.5 Response times for the year to date are detailed below;

Category	Number	Percentage
Number of complaints responded to within standard	25	78%
Number responded to up to 7 days out of standard	1	3%
Number responded to up to 14 days out of standard	1	3%
Number responded to up to 21 days out of standard	1	3%
Number responded to over 21 days out of standard	4	13%
Total responded to	32	100%

4.6 Analysis of the complaints and learning logs can be found at **Appendix C**. A summary by service area can be found below.

4.7 Corporate Complaints

Area	Number of complaints
Museums and Archives	1
Albert Halls	1
Libraries	6
Community Safety Services	1
Adult Social Care	2
Total	11

Social Care Complaints

4.8 Adult and Community Services received 31 social care complaints during Quarter 3.

4.9 A high level summary of social care complaints in Quarter 3, along with the learning can be found at **Appendix D**. Analysis reveals the majority of representations as follows:

- 10% Residential Care (3 representations)
- 32% Homecare (10 representations)
- 19% services user's assessment or provision (6 representations)
- The remaining 39% concern other areas (12 representations)

5.0 SURVEYS (PLACE SURVEY AND HOMECARE)

5.1 **Place Survey**

The Executive have asked that lead officers develop responses with proposed actions in relation to both the national indicators and former BVPI's and also that lead officers provide Quarterly progress reports.

5.2 **Appendix E** provides a summary of the progress reports which have been provided by each of the lead officers.

5.3 **Home Care User Experience Survey 2008/2009**

The focus of the 2008/2009 user experience survey was service users aged 65 or over receiving home care. This survey was developed by the Department of Health to learn more about whether or not home care received by older people is helping them to live safely and independently in their own home.

5.4 A summary of the provisional results of the national survey were included in the Quarter Two Performance Dashboard report; comparing the perceptions of service users in Bolton with those both in Greater Manchester and nationally. The final results and national report were released in December 2009 and all results remained consistent with the provisional results, except the following measure;

- 95% of service users in Bolton said they are always happy/usually happy with the way their care workers treat them in line with the national average (95%). The final result for the national average was 92%, which positions Bolton above average on this measure.

6.0 **CUSTOMER CARE – TELEPHONE STANDARDS AND NI 14**

Telephone Standards

6.1 Monitoring of external telephone calls and answering standards are considered through the ongoing monitoring of Customer Care Services across the council.

Percentage of Lost Calls (External)

6.2 Activity at the end of Quarter One had a positive impact on the figures where a sharp drop was witnessed in July with only 1.84% of calls being lost. However this rose again in the following months and is continuing to rise. Overall Quarter Three is still showing an improvement on Quarter One with only 9.5% of calls being lost and a higher rate being answered within 30 seconds; however this is obviously showing a continuing trend of returning to higher amounts of calls being lost. Consideration is being given to a further campaign to remind staff of the importance of answering calls.

Percentage of Lost Call (Internal)

6.3 Monitoring shows a fairly consistent level of internal calls not being answered, with a slight improvements from Quarter One to Quarter Two and continuing into Quarter Three.

6.4 Since last quarter a huge amount of work has gone into auditing the telephone estate, with all areas of Adults being asked to verify valid extensions, disused extensions, pickup groups, voicemail facilities and budget codes. This has resulted in a large number of disused extensions being deactivated. Pickup groups were updated to ensure that calls can be answered more effectively by colleagues, and costs reduced on voicemail facilities where appropriate. Furthermore a large number of extensions are being coded to Adults which belong to other departments, and work is still being done to transfer these also.

NI14: Avoidable Contact

- 6.5 At Quarter Three, the National Indicator 14 sampling was carried out across Social Care Teams including ADAAT, Sensory Service, Mental Health and Equipment and Adaptations. Contact with Older Adults was measured through Access Bolton systems. The overall results were as follows:

Total contacts	Total Avoidable	Percentage Avoidable
41656	3463	8.31%

- 6.6 The above table shows that 8.31% of contacts overall were avoidable. Analysis of this is being undertaken. This represents an improvement on Quarter Two where 13% of contacts were avoidable.

7.0 REQUESTS FOR INFORMATION

7.1 Access to Personal Records

Eight requests were received between April and December 2009, seven of which were responded to within the timescale and one which is still current. Performance is 100% for the eight requests received in these three quarters.

7.2 Freedom of Information

29 Freedom of Information requests were received in 2009; 28 of which have been responded to and one which is still current. Of the 28 that were responded to, 27 were completed within timescale. See **Appendix F**

8.0 CORPORATE HEALTH

HUMAN RESOURCES INFORMATION

- 8.1 A breakdown of information for HR at Quarter Three can be found below. Full details can be found at **Appendix G**.

- 8.2 Sickness absence has not been reported at the point this report was finalised. This information will follow.

- 8.3 The number of staff with ethnicity not recorded has decreased from 3.31% at Quarter Two to 0.96% at Quarter Three. This is broken down across the department as per below. Community Safety and Strategy and Commissioning both have no missing ethnicity. The largest decrease was within Culture and Community services. 0.51% (19/21 members of staff with ethnicity not supplied are casual/bank staff)

Service Area	% Staff whose ethnicity is not recorded (Q2 – 09/10)	% Staff whose ethnicity is not recorded (Q3 – 09/10)
	0.71	0%

Strategy and Commissioning		
Culture and Community	6.47	2.95%
Social Care	2.69	0.51%
Community Safety	4.55	0%
Dept Total	3.31	0.96%

9.0 ACCIDENT REPORTING

- 9.1 In Quarter Three, a total of 105 accidents were reported (including incidents of violence and aggression), with three being officially reportable. This is comparable to 69 last quarter and demonstrates an increase in accidents although Quarter Two was significant decline compared to Quarter One and this Quarter's information is in line with Quarter One's. The reportable incident resulted in 9 working days being lost so far. The reportable incidents were two cases of slipping and one back injury whilst lifting a service user. The category with the highest number of incidents was 'violence and aggression' with 56 incidents reported (53% of all accidents).

10.0 FINANCIAL PERFORMANCE

10.1 REVENUE BUDGET

The Adult and Community Services 2009/10 revenue budget is as follows:

	£000
Original Controllable Budget	67,041
Transfer of Environmental Health services to the new Regulatory Division (Chief Executive's Department)	-1,150
Transfer of Sport, Health & Inclusion budget to Childrens	-555
Change in accounting treatment (Finance devolved charges)	-445
Transfer of pay award inflation to the corporate contingency	-661
Transfer of HR shared admin service	20
Pay and Grading adjustment	1,534
Revised Controllable Budget	65,784

- 10.2 The table below sets out the projected financial outturn position as at the 31st December 2009, but before the potential use of some additional funding streams (see para 13.4 below):

SERVICE	NET BUDGET	PROJECTED OUTTURN	VARIANCE
	£000	£000	£000

Adult Social Care	55,124	57,349	2,225
Culture and Community Services	9,859	9,765	-94
Environmental Health Support Services	187	162	-25
Community Safety	430	378	-52
Service Strategy	184	195	11
TOTAL ADULT AND COMMUNITY SERVICES	65,784	67,849	2,065

NB: It should be noted that the incidence of costs arising from the Council's Pay and Grading exercise has now been reflected within Departmental budgets. The impact on Adult and Community Services is an increase in the budget from £64,202k as reported at Quarter 2 to the revised budget of £65,784k.

- 10.3 The main budget pressure is within Adult Social Care, mainly because of new demand (mainly children with care needs moving into adulthood), increased take-up of existing services (for example, Direct Payments, home care services and alcohol rehabilitation care), a shortfall on continuing healthcare funding and some one-off VER costs.
- 10.4 The forecast over commitment has reduced slightly from the Quarter 2 projection of £2.3m. Additional funding streams are being explored to reduce the level of net over commitment against the budget, in particular a corporate contingency of £250k, which was created to help with the phasing in of the 2009/10 budget savings options, and also the use of some provisions and reserves held on the Balance Sheet, which are no longer required.
- 10.5 Further management action will continue to be taken to control the level of spend and, to this end, the Departmental Management Team receives regular monthly budget monitoring reports during the year to allow corrective management action to be taken.

CAPITAL PROGRAMME

- 10.6 **Appendix I** sets out the Adult and Community Services 2009/10 Capital Programme.
- 10.7 The 2009/10 capital programme available resources total £6.6m, comprising the 2009/10 original programme of £1.8m, unused resources of £4.1m carried forward from 2008/09 and additional in-year allocations of £0.7m. Actual spend as at the end of December 2009 was £1.9m, of which the main spend areas were £380k on the new Brightmet Library, £504k on the Brownlow Fold Learning Centre, £104k on the Albert Halls kitchen refurbishment, £163k on the Places for People Extra Care Housing scheme at Manor Gardens and £267k on the Swimming Pool Modernisation Programme. Projected spend for 2009/10 is £4.5m. Any under spend at year-end against available resources will be carried forward into 2010/11 together with appropriate funding.

RESERVES

- 10.8 Reserve monies held on the Balance Sheet represent funds accumulated over the years from under spends against the budget, one-off monies received etc.
- 10.9 As at 1st April 2009 Adult and Community Services had £1.4m reserves, analysed in the table below between those reserves which are available for general use or to support any

overspends against the budget (£221k), and specific reserves (£1,135k) which are earmarked for individual initiatives and projects (for example, funding for capital spend; the Leverhulme Roof Sinking Fund, and grants carried forward from 2008/09 to fund specific schemes):

Description	
	£000
General Reserves	
Adult Social Care	-94
Culture	168
Environmental Health / Trading Standards	60
Community Safety	87
Total General Reserves	221
Specific Reserves	1,135
TOTAL RESERVES	1,356

NB: The Environmental Health / Trading Standards reserves of £60k will be transferred during 2009/10 to the new Regulatory Division within the Chief Executive's Department.

10.10 2009/10 BUDGET SAVINGS

As part of the 2009/10 Resource Allocation process the Executive Member approved 5% budget savings options of £3.165m (£2.8m in Adult Social Care and £365k in Culture and Community Services). **Appendix J** sets out the current projection against each of the savings options.

10.11 VALUE FOR MONEY EFFICIENCIES

In addition to 5% budget savings in 09/10, Adult and Community Services, in line with Council guidance, are planning budget efficiencies of 5% in 10/11 (£3.1m), together with a potential further 25% over the following three years, but, in reality, additional savings of at least 2-3% above these figures will need to be achieved to fund the underlying overspend against the budget and also new demand growth in adult social care. To achieve these levels of savings Adult and Community Services have developed a Transforming Services Programme over the next 3 / 4 year period, consisting of a range of individual projects and vfm reviews, designed both to deliver savings across all services in the Department and also to respond to the Government's Transforming Social Care agenda.

11.0 RISK

11.1 At Quarter Two there was no change to the classification of risks. This has not changed.

11.2 Departmental risks for Adult and Community Services are in the following areas:

- Transforming Services
- Delivery of Value-For-Money and Efficiency Savings
- Programme Management of Major Reviews
- Business Continuity
- Reputational and Performance Risk

12.0 FAIRNESS, EQUALITY AND DIVERSITY

- 12.1 Of the 40 SIAP tasks in 2009-10 for Adult and Community Services, 6 of them related to equality and diversity issues as identified through the relevance review process. In Quarter 3 67% of milestones were achieved, showing good progress overall for equality and diversity tasks. The tables below provide a breakdown by service area.

	Milestone Achieved	Milestone Not Achieved	No Milestone	TOTAL
Culture and Community Services	2/2 (100%)	0	0	2
Strategy and Commissioning	0	1/1 (100%)	0	1
Community Safety	2/3 (67%)	0	1/3 (33%)	3
TOTAL	4/6 (67%)	1/6 (16.5%)	1/6 (16.5%)	6

- 12.2 See **Appendix K** for details.

13.0 RECESSION WATCH

- 13.1 A number of national organisations are monitoring the impact of the recession.
- 13.2 Measures agreed by the department cover major indicators of economic downturn, such as acquisitive crime, levels of debt to the department and access to free services.
- 13.3 The results show that currently the recession can be seen to be impacting some areas as expected, while in most areas measured the current economic conditions appear to be having no differential effect.
- 13.4 We are measuring two financial indicators – income received by the council from house sales (to fund long term care) and levels of debt to the department. Levels of debt to the department have increased significantly from £921,025 at Quarter Three 2008-09 to £1,405,742 at Quarter Three, which could possibly be attributed to the effects of the recession and represents significant rise. Income received by the council from house sales has increased significantly with 17 house sales (£205,324) by the end of Quarter Three 2008-09, to 84 house sales (£1,581,568) by the end of Quarter Three this year. This is in contrast to the reported downturn in property sales for councils as reported by the LGA on 11 August 2009. However assessments are that the economic slowdown for property actually began at the start of the 2008-2009 financial year.
- 13.5 The other area which the recession has clearly impacted on is visits to Bolton's Museums, Aquarium and Archives. Visits have increased by 18%, which is approximately 50,000 from 231,025 at Quarter Three in 2008-09 to 280,507 at Quarter Three in 2009-2010. This is measured by the Beam Counter system which records members of the public coming in and out of the facilities. This is based on the theory that at a point where disposable income is low or reducing it is expected that the take-up of free services and activities will increase in an effort for families to save money. The figures for borrowing and enrolment for Bolton Libraries on the contrary show a downwards trend, but this is in line with a national trend.

- 13.6 The three crime indicators we have monitored show no trends attributable to the recession, and all of these indicators – burglary of dwellings, serious acquisitive crime (NI16) and the level of shoplifting have all decreased when comparing this year's Quarter Three figure to the Quarter Three in 2008-09. This represents strong performance on these measures with further analysis in **Appendix L**.

14.0 Recommendation

- 14.1 Members as re asked to note and comment on the report