

**Report to:** EXECUTIVE MEMBER ADULT AND  
COMMUNITY SERVICES

**Date:** 23<sup>rd</sup> February 2011

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

**Report No:**

**Contact Officer:** Matthew Emerson, Head of Planning  
& Performance

**Tele No:** 2874

**Report Title:** 2010/11 Quarter Three Performance Dashboard

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

**Recommendations:** The Executive Member for Adult and Community Services is requested to:

- a) note and comment on the Quarter 3 2010/11 service and financial performance, as detailed in the report;
- b) note and endorse the action plans to improve performance for those indicators which are currently off-track.

**Decision:**

## SUMMARY OF REPORT:

This report is to provide the Executive Member with an update of performance for the period 1 April 2010 – 31 December 2010, highlight areas for concern, and present actions needed to address them.

Adult and Community Services is a large and diverse department covering Adult Social Care, Culture and Community Services, Community Safety and Strategy and Commissioning and plays an important role in delivering the agreed priorities for adults across Bolton.

Adult and Community Services collects data in line with the National Indicator Set. On 15 October 2010 it was communicated by Central Government that there is no longer a requirement to report these locally however more recent advice from the Department for Communities and Local Government suggests that we should continue to collect the information, and this is also the direction given corporately within the council. It is recommended therefore that until decisions are made around the future of performance management that Adult and Community Services continue to monitor these indicators.

This report sets out to highlight the areas of excellent performance achieved across the year so far and identify the ever-changing areas for improvement, against the backdrop of an uncertain economic climate.

At Quarter Three, 31 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, because they are reported on an annual basis or because they are based on survey data which is not currently available at this point in the year. Of the 31 indicators available overall:

- 16 are on track (51.6%)
- 12 are off track (38.7%)
- 3 are reported but have no target information (9.7%)

Adult and Community Services are maintaining good overall performance at Quarter Three this year; however following on from 2009/10 there continues to be areas of challenge across the two themes that we contribute to (Healthy and Strong & Confident), with 38.7% of all indicators reported this month off track. 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 Three such as:

- Excellent continued progress on the Self Directed Support (SDS) indicator with 26.8% of all adults, older people and carers receiving community based services now in receipt of Self Directed Support, which is a 6.7% increase on the 2009/10 outturn. This figure has increased throughout the 2010/11 and is now projected to hit the target of 30% by year end.
- Consistent improvements in relation to people supported to live independently through social services.

A summary of financial performance is as follows:

- There is a forecast over-commitment of £1.9m against the £62.2m revenue budget.
- £2.6m of the £3.0m budget savings options have been achieved.
- The capital programme has been reduced from the original programme of £5.2m to a revised programme of £2.7m.

Adult and Community Services hold £1.1m of reserves.

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## PERFORMANCE

### 1.0 INTRODUCTION

- 1.1 The Government recently announced that the entire National Indicator Set (NIS) is to be removed and replaced by a Single Data Set, which all councils will be required to provide to central government. The Government are also currently consulting on a new performance framework which will place a greater focus on outcomes in social care. This is part of the 'Transparency in outcomes: a framework for adult social care' document. These changes will be considered as part of the Performance Review; in the meantime we are continuing to report in line with the existing framework.
- 1.2 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.
- 1.3 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 Three. 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	Q3 Projection / Actual	Gap in performance (between Q3 and Target)	Reason for gap	Improvement Actions
NI 132 – Timeliness of social care assessment	AK / IS	76% (= 2402 assessments)	4% (= 124 assessments if total number of assessments completed remains static)	The impact of holding vacancies within social care as part of the Care Management review has been a factor. Also noted is the impact of a number of social care staff leaving the authority in recent months, with no ability to recruit to these positions.	The figure for Quarter Three has decreased slightly in comparison with November. The indicator is now at 76%, down from 76.4% at November, which is 4% below the target.  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.

					<p>Remedial work is ongoing in this area. A piece of data quality is to be carried out at February to review open assessments with no end date.</p> <p>However changes to the Customer Journey via SDS may have an impact here.</p>
NI 135 – Carer's activity	AK / Ian Jones	21.7% (projection = 1845 clients)	14.3% (= 1221 clients using 09/10 denominator for people receiving community-based services as proxy)	<p>Some of the gap can be explained by problems with data quality i.e. where records on the database have not been updated this affects the final numbers, however this is a small number.</p> <p>There has been an increase in the proportion of declined assessments which continues to be a problem, but which compounding the problem month on month. This may be attributable to a technicality around counting in part and also approach by staff.</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, and comparison made to this point last year. The Planning &amp; Performance team are generating a list of those who have declined but are receiving services – this will be passed onto operational staff to take forward.</p> <p>Areas of high levels of declined assessments have been highlighted and further work is being done with appropriate staff to understand more.</p> <p>Recently appointed Community Assessment Officers now being redirected to work on outstanding carer's assessments and reviews.</p> <p>Priorities of Carers Support Workers being reviewed.</p> <p>There are however some concerns about the ability to progress remedial action in a timely manner due to the priority being given</p>

					to the SDS pilot.  Ian Jones will be meeting with operational teams to further explore issues in relation to this indicator.
C31 – Adults with mental health problems helped to live at home	AK / Chris Parker	7.40 (= 1186 clients)	0.01 (= 1 clients)	This month there has been an increase of 11 clients with mental health problems helped to live at home when compared with the November figure. The indicator is still showing as 'off track' but is now only one client short of the target.	Work has been completed around data quality with Mental Health.  Further work to take place with Chris Parker and Angela Murphy to further support the data quality issues.
C34 – Substance Misuse (Helped to live at home)	AK / Sandie Saunders	0.13 (= 21 clients)	0.06 (= 9 clients)	The figure shows that there have been 21 people with substance misuse issues helped to live at home in the year, which is 9 people short of the target of 30, but an increase of 4 in comparison with November.	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 the Planning & Performance Team is currently working with the Drugs and Alcohol team to improve the figure going into 2010/11.  There are plans for operational staff to input service agreements and this will be monitored by the Planning & Performance Team.
C72 – Older People admitted to residential/ nursing care	Evan Compston	80.68 (projection for year end = 327 clients)	5.31 (= 22 clients)	There is an upward trend in number of admissions with a projection of 327 clients for year end – this is 22 admissions above this year's target limit of 305.  There has been an increase of 34 admissions	The Planning & Performance Team are undertaking exploratory work around removing transfer and readmissions from the figure.  Evan Compton has provided additional direction to team leaders requesting

				between November and Q3, likely to be related to winter pressures compounded by adverse weather, flu, and bed demand at Royal Bolton Hospital.	them to inform him of those cases that they approve for funding that are readmissions / transfers to ensure that they are not double counted.  The last three months of year are to be monitored very closely in light of the recent increase in admissions.
D40 – Clients receiving a review	AK / IS	81.2% (projection for year end = 7339 reviews)	8.8% (= 751 reviews using 2009/10 denominator for total number of adults receiving services)	This indicator is now under target by 8.8%, with a projected 7339 reviews out of 9038 adults receiving services at the end of last year. This equals a gap of 751 adults receiving a review.	Team Leaders have been advised to formulate an action plan to show how all clients receiving services within their area will have a review completed and recorded by 31 March 2011.
KT3 – Adults and older people missing ethnicity	AK	0.5% (= 41 clients)	0.3% (= 27 clients)	The target for 2010/11 has been significantly reduced to 0.2% in order to reduce numbers of clients with missing ethnicity as there should be no reason for this now that ethnicity is a mandatory field.	Cases of missing ethnicity will be identified by the Planning & Performance Team and operational staff will be asked to take forward this improvement action.  Remedial work has identified that an element of the missing ethnicity data may be within Mental Health – this has been explored and records updated accordingly.

### 2.3 **Strong & Confident**

Indicator	PI Reps	Q3 Projection / Actual	Gap in performance (between Q3 and Target)	Reason for gap	Improvement Actions
NI 145 – LD Clients in Settled Accommodation	AK / Mark Fraser (MF)	54.6% (projection = 371 clients)	15.4% (= 104 clients using 2009/10 denominator for number of	The projection for year end shows that if the figure continued at the current rate, 104	Extra Care, Supported Housing, and Adult Placement service agreements are a more reliable measure

			clients with LD known to social care)	additional clients with learning disability would need to be in settled accommodation at year end in order to hit the target.	<p>of people with learning disabilities in accommodation than the allocated classifications.</p> <p>Remedial work is being planned in for the remainder of Quarter Four, which is expected to lift this figure. In addition to the classifications which we use this will pull in service agreement information and therefore be a truer reflection of the situation.</p>
NI 146 – LD Clients in Employment	AK / MF	1.18% (projection = 8 clients)	1.18% (= 8 clients using 2009/10 denominator for number of clients with LD known to social care)	The projection for year end shows that if the figure continued at the current rate, eight additional clients with learning disability would need to be in employment at year end in order to hit the target.	The Employment Subgroup have now established a working group to take this work forward. There is progress in the work preparation phase of the employment pathway, and some service users are waiting for CRB checks to be completed so that they can move into employment. However, the current financial situation is having a significant impact in the creation of employment opportunities.
LPI - Engagement in Bolton's Cultural Activity	Stephanie Crossley	184,997 (against the Quarter 3 target of 195,792)	10,795 instances of engagement	<p>The decrease in visitors can be attributed to the closure of the main museum gallery for refurbishment, and also the closure of the Aquarium for a short period, in addition to the work to install an access ramp at the front of the central building.</p> <p>Severe weather towards the end of Quarter Three also</p>	The gallery reopened at the end of October and the service expects to see an increase in visitor figures during Quarter Four.



				caused some cancellation of school and group visits and this has also had a negative effect the overall figure.	
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### 3.0 SERVICE IMPROVEMENT ACTION PLANS (SIAPs) - DEPARTMENTAL OVERVIEW

- 3.1 Five (35.71%) Key Task milestones have been achieved at Quarter Three. Three (21.43%) Key Task milestones have not been achieved, one (7.14%) Key Task had no milestone for this quarter and five Key Tasks (35.71%) have not been updated.

## CUSTOMER INTELLIGENCE

### 4.0 CUSTOMER CARE STANDARDS SECTION

- 4.1 Excluding social care complaints Adult and Community Services received five complaints during Quarter Three.
- 4.2 These results do not accurately reflect the situation as there are still complaints logged against Environmental Health and Trading Standards although this has been raised. Issues will continue to be raised with Access Bolton as records show that one of this quarter's complaints was actually based with Environmental Health and Trading Standards. It is believed a halt has been put on system amendments pending the roll-out of the new Client Relationship Management system – Lagan, which may explain why no changes are being made in line with requests.
- 4.3 Response times for Quarter Three are detailed below:-

Category	Number	Percentage
Number of complaints responded to within standard	3	60%
Number responded to up to <b>7 days</b> out of standard	2	40%
Number responded to up to <b>14 days</b> out of standard	-	
Number responded to up to <b>21 days</b> out of standard	-	
Number responded to <b>over 21 days</b> out of standard		
<b>Total responded to</b>	5	100%

- 4.4 For Quarter Three the response rate for completion within standard was 60% compared to a Quarter Two rate of 83.3%. The importance of completing responses within standard timescales has been raised with actioning officers.
- 4.5 A summary by service area can be found below:

### Corporate Complaints

Area	Number of complaints
Libraries	2
Museums and Archives	1
Albert Halls	1
Culture, Arts and Community Services (Welfare Rights)	1

<i>Environmental Health and Trading Standards</i>	<i>1</i>
<b>Total</b>	<b>6</b>

## **Social Care Complaints**

- 4.6 Adult and Community Services received 25 social care complaints during Quarter Three, compared with 51 in Quarter Two of 2010/11. This is partly due to the additional complaints which were generated in Quarter Two by the consultation period on the changes to Adult Social Care, and partly due to a cyclical dip throughout December and around the Christmas period.
- 4.7 Despite a lower rate of complaints being received in Quarter Three this year, the overall increase in the level of complaints we saw in 2009/10 has continued into 2010/11. At Quarter Three this year, there had been 118 complaints received in comparison to 108 complaints received at the same point in 2009/10.
- 4.8 The overall caseload remains high with 60 active complaints open to the Customer Relations Team at submission of this report. An increasing proportion of this caseload is complex in nature and as a result of this more cases are reaching the Ombudsman stage, however to date none of the 11 cases with Ombudsman involvement so far this year have been upheld.
- 4.9 It is anticipated that there will be an increase in the number of complaints in Quarter Four attributed to the changes taking place within the department as a result of the Savings & Efficiencies agenda. Specifically, client reviews are ongoing from January 2011 where the changes in Eligibility Criteria will take effect and individual effects will become clear to service users, which may lead to some concerns.
- 4.10 Despite a slow start to January in line with previous trends, there has already been 12 complaints received to date, which gives a projection of 42 complaints anticipated by the end of Quarter Four. However the above reasons lead to an expectation that the projection will be exceeded.
- 4.11 High level analysis reveals that the majority of representations are broken down into the following service areas:
- 20% are regarding domiciliary care (five representations)
  - 12% are regarding residential care (three representations)
  - 12% are regarding Mental Health services (three representations)

## **5.0 STAFF SURVEY UPDATE**

- 5.1 Key deliverables around the Staff Survey Action Plan were detailed in the Quarter Two Performance Dashboard. Work has been ongoing on these deliverables; however in some areas this has been put on hold due to staff absence and shifting departmental priorities.
- 5.2 The review of grievances over the past three years has been completed and the initial indication from results is that grievances have been very few and have shown no particular pattern in their occurrence.
- 5.3 Workforce remodelling is underway in line with transforming services, and training packages are being developed to support new roles occupied in Care Management and Home Support. This has included the rollout of the "New Type of Worker" programme being rolled out across Reablement.

- 5.4 The proposed departmental staff suggestion scheme is on hold pending the results of the corporate Use Your Loaf campaign.

## CORPORATE HEALTH

### 6.0 HUMAN RESOURCES INFORMATION

- 6.1 A breakdown of Human Resources information for at Quarter Three can be found in **Appendix B**.
- 6.2 There has been a slight decrease in sickness absence within Adult & Community Services at Quarter Three, with the percentage of working days lost due to sickness decreasing by 0.5% to 5.1% on average when compared to Quarter Three. For 2010/11 so far, Social Care has the highest rate of sickness/absence within the department and Strategy and Commissioning has the lowest.
- 6.3 The number of staff with ethnicity not recorded has decreased from 0.59% for Quarter Two to 0.55% at Quarter Three. Of the 1622 members of staff, three did not supply any ethnicity data, and six selected the option of 'prefer not to say'.

### 7.0 FINANCIAL INFORMATION

#### 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	-710
2% in-year savings target for 2010/11	-1,246
Removal of the "free personal care budget"	-700
<b>Revised Controllable Budget</b>	<b>62,162</b>

- 7.1 The table below sets out the financial projection as at the 31st December 2010.

SERVICE	NET BUDGET	PROJECTED OUTTURN	VARIANCE
	£000	£000	£000
Adult Social Care	48,214	51,873	3,659
Culture and Community Services	8,908	8,859	-49
Strategy and Commissioning, Finance and Contingency	4,771	3,181	-1,590
Community Safety	269	140	-129
	<b>62,162</b>	<b>64,053</b>	<b>1,891</b>

<b>TOTAL ADULT AND COMMUNITY SERVICES</b>			
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- 7.2 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. The projected overcommitment has reduced from the Quarter 2 projection of £2.2m, and measures continue to be explored to manage the budget pressures within existing resources.

### **Capital Programme**

- 7.3 **Appendix C** sets out the projected outturn position on the Capital Programme.
- 7.4 The original 2010/11 Capital Programme available resources totalled £5.3m, 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 £1.2m.
- 7.5 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 reductions in capital resources in that year. £660k of capital spend, funded from corporate resources, relating to Adult and Community schemes were approved to be released, as set out in the Capital Programme monitor in **Appendix C**
- 7.6 In addition, Adult and Community Services have identified £1,953k planned spend in 2010/11, funded from Adults, which can be deferred or surrendered. The detail of these schemes is also set out in **Appendix C**
- 7.7 In total, £2,613k spend (representing 50% of the planned 2010/11 Adult and Community Services Capital Programme) has been put on hold for 2010/11, resulting in a revised Capital Programme of £2.7m.
- 7.8 Spend at the end of Quarter 3 was £1.6m, of which the main areas of spend were £600k on the Thicketford House scheme, £214k on Supported Housing, £210k on ICT and £217k on Museums and Archives schemes.

### **Reserve movements**

- 7.9 Reserve monies held on the Balance Sheet represent funds accumulated over the year from under spends against the budget, one-off monies received etc.
- 7.10 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	Page 12 of 13 546 dr

Culture	565 cr
Community Safety	173 cr
<b>Specific Reserves</b>	
Grants c/fwd from 09/10	368 cr
Leverhulme Sinking Fund	100 cr
Carry forward requests from 09/10	127 cr
Revenue funding of capital schemes	168 cr
Other	111 cr
<b>TOTAL RESERVES</b>	<b>1,066 cr</b>

## 2010/11 Budget Savings

- 7.11 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, £2.6m of the £3m savings are projected to be delivered in 2010/11.

## Financial Risk

- 7.12 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

## 8.0 DECISION AND AGREEMENT

- 8.1 The Executive Member for Adult and Community Services is requested to:
- a) note and comment on the Quarter 3 2010/11 service and financial performance, as detailed in the report;
  - b) note and endorse the action plans to improve performance for those indicators which are currently off-track.