

## **FINANCE AND PERFORMANCE MID YEAR UPDATE**

Report of the Associate Director (Care and Health) Devon County Council and NHS Devon CCG

### **1. Recommendation**

1.1 That the Health and Adult Care Scrutiny Committee receives this report to support its scrutiny of adult social care performance in Devon County Council and to understand progress towards delivering strategic objectives and performance targets within the budget allocated to it.

1.2 The committee is also asked to note the ongoing national challenges set out in the report.

### **2. Key messages from the ADASS budget survey:**

2.1 The failure of any government to address social care is having severe impacts on people needing care, their families and the people who work in arranging and delivery of care.

2.2 Social care and the NHS are interdependent. Without a settlement for social care the NHS will not be able to deliver on the commitments of the Long Term Plan.

2.3 There needs to be a long-term, sustainable solution for funding adult social care.

2.4 Short-term funding needs to continue until whatever is in the promised Green Paper can be implemented

2.5 Adequate funding is required to meet an increasing number of people's needs in effective ways.

2.6 Councils, individuals employing personal assistants and providers must be able to recruit and retain a caring, skilled and valued workforce.

2.7 We need to be able to fund a vibrant care market that gives people choice and control over their lives

2.8 Aspirations to invest in asset-based approaches and prevention must be able to be realised.

### **3. The Adult Care and Health Budget**

#### **3.1 Overview**

3.1.1 Adult Care and Health services overall are forecast to overspend by £6.742 Million, or 2.79% of total budget, as at month 6, which represents the half way point of the financial year. This position takes into account £890,000 of management action. The forecast is £617,000 better than assessed at month 5.

3.1.2 At month 6 we are overall, currently serving 243 more clients than budgeted for.

Adults Month 6 Position Statement	Month 6						Diff	
	Budget	Projected	Over /	Management	Over /	Month 5	Over /	
	£000	Outturn	Under	Action	Under	Variance	Under	
		£000	£000	£000	£000	£000	£000	
Older People	80,952	86,112	5,160	(215)	4,945	4,761	184	
Physical Disability	20,471	21,434	963		963	835	128	
Learning Disability (incl Autistic Spectrum Conditions)	74,896	76,492	1,596	(606)	990	919	71	
Central & Care Management and Support (Localities)	24,452	24,614	162		162	18	144	
Other (incl Rapid Response / SCR / Safeguarding and WD)	6,221	5,905	(316)		(316)	(260)	(56)	
In House (Older People & Learning Disability)	8,062	8,064	2		2	(6)	8	
Total For Adult Care Operations and Health	215,054	222,621	7,567	(821)	6,746	6,267	479	
Adult Commissioning & Health	11,382	11,035	(347)	(5)	(352)	(240)	(112)	
Mental Health	14,843	15,255	412	(64)	348	1,332	(984)	
	241,279	248,911	7,632	(890)	6,742	7,359	(617)	

## 3.2 Adult Care Operations

- 3.2.1 The forecast overspend is primarily in respect of residential and nursing care placements for older people, which are £5.881m over budget. We are serving 125 more people in these placements than budgeted for and unit costs are significantly higher than budgeted due to increasing acuity and the complexity of care required.
- 3.2.2 Learning Disability client numbers exceed budget by 64 (down 5 since month 5). The variances are largely in community-based services. In addition, we are serving 66 more people with autism than budgeted for (down 1 since month 5).

## 3.3 Adult Commissioning

- 3.3.1 The outturn forecast is for a £352,000 underspend which is an increased underspend since month 5 of £112,000. This change is primarily due to savings from contract changes and staffing savings.
- 3.3.2 For Mental Health, the outturn forecast is for a £348,000 overspend which is an improvement since month 5 of £984,000. This change is primarily due to additional funding having been allocated since month 5, including Better Care Fund in respect of out of county placements.
- 3.3.3 Mental Health volumes are also 91 higher than budgeted (down 6 since month 5). This includes 26 above budget in residential services, which is 3 less than month 5.

## 4. Continuing financial risks

- 4.1 There continues to be a number of financial risks facing the service, the most significant listed below:
- Further increased unit costs for Older Peoples residential and nursing care placements as acuity continues to increase.
  - Nursing care home and personal care market sufficiency is significantly challenged.
  - For 19/20 there are 287 young people identified as potentially transitioning to adult social care. Many of these young people have complex health and care needs including autism or challenging behaviour. This is a key cost driver for Learning Disabilities.

- d) A key national issue is that the Court of Appeal has ruled that the National Living Wage does not apply to sleep-in care workers. An appeal to the Supreme Court is in progress with judgement expected in the autumn. Therefore, a longer-term risk of provider claims against DCC, or destabilisation, remains.

## **5. Delivery of Strategic Objectives**

- 5.1.1 We are now a year into the 5 Year Plan 'Promoting Independence in Devon' that was approved by Cabinet in October 2018 following discussion at Adult Health and Care Scrutiny in September 2018.
- 5.1.2 We want local people to drive the delivery of care, health and wellbeing in communities across Devon. Our 5 Year Plan is aligned the council's plans and objectives with the desired outcomes and priorities agreed across health and care through our local Sustainability and Transformation Partnership (STP):

### **5.2 Prevention: enabling more people to be and stay healthy.**

- 5.2.1 The Devon STP is taking part in the national Integrated Care Systems (ICS) Population Health Management Development Programme. This will help our work to better identify need at neighbourhood, place and system levels and support the work of Local Care Partnerships.
- 5.2.2 A University Mental Health Team has been established, based at the University Wellbeing Centre. The team is joint funded by Exeter University, Devon Partnership Trust and Devon County Council via the improved Better Care Fund.
- 5.2.3 The STP Social Prescribing Workstream, this year has focused on supporting Primary Care Networks, particularly in the development of Link Worker services.

### **5.3 Empowerment: enhancing self-care and community resilience.**

- 5.3.1 System wide sign-up to the MoU: Commitment to Carers, states that in everything we do we will take Carers into account.
- 5.3.2 We have a programme of continuing professional development for frontline staff focussed on developing strength-based practice in support of our 'promoting independence' approach. A developing new practice model will support this and will describe how we work with people and their families.
- 5.3.3 We have expanded the countywide specialist Preparing for Adulthood Team to work jointly with young people earlier and to ensure that they experience a smooth transition to independence.
- 5.3.4 We have put additional resources into the Reaching for Independence Team specifically to support people into employment.

### **5.4 Support at home: integrating and improving community services and care in people's homes.**

- 5.4.1 Our Community Health and Social Care (CH&SC) Teams continue to deliver and improve our promoting independence way of working and our strengths base approach to social care. CH&SC Teams across Devon are continuing to work closely alongside

primary and community care colleagues and with voluntary and community organisation, this will be key to the success of the developing Primary Care Networks.

- 5.4.2 We are working to deliver the recently refreshed STP strategy for adults with a learning disability, to support people to be independent, safe and part of the community.
- 5.4.3 We are delivering proposals developed across the STP to support people with autism to be able to access timely health and care support to prevent and/or reduce escalation of their needs and enable them to live as independently as possible within the community.

## **5.5 Specialist care: delivering modern, safe, sustainable services.**

- 5.5.1 Our developing housing and accommodation strategy is highlighting the importance of closer partnership working with health and housing organisations to ensure that more people can live in their own homes and make informed and planned choices about where they live throughout their lives. Together, we want to make it easier for people to move between different housing options to develop their independence and shift away from traditional residential care models.
- 5.5.2 Our performance on delayed transfers of care is stable, but there is a shifting reason for delays with more being due to nursing and residential care home sufficiency challenges, especially for individuals with complex needs and challenging behaviours.
- 5.5.3 We continue to develop our market management approaches seeking to balance sufficiency, quality, affordability, choice and innovation in our commissioning. We have invested in our contract management team to support market quality and we are working with our independent providers to help them sustain their business.

## **6 Comparative performance: headline analysis**

- 6.1 A summary of comparative performance against national and local indicators will be presented to Adult Health and Care Scrutiny in the new year drawing on the range of statutory returns which are being published through the Autumn
- 6.2 The overall satisfaction of people who use care and support services has improved for the third year in succession; remains top quartile and is at its highest levels since the survey began in 2012-13. Work is underway to understand people's perceptions of safety and reduce social isolation which we are promoting as a priority for the council and its partners.
- 6.3 The overall satisfaction of carers with their social care support has improved and is now better than our statistical neighbours, but below the regional and national comparators. The outcomes for service users reported through the annual User Survey were better with Devon benchmarking in-line with comparator averages.
- 6.4 The quality of adult social care service providers is consistently rated significantly higher in Devon than the national average by the Care Quality Commission.
- 6.5 Our 'promoting independence' approach is working, we have brought the number of people dependent on our support to down to comparator levels. Nationally, regionally and in Devon there has been an increase in the number of working aged adults in receipt of long-term services.

- 6.6 The rate of placements into care homes is comparatively low but has increased during 2018-19.
- 6.7 In Devon, across the region and nationally there has been an increase in the number of working aged adults in receipt of long-term services.
- 6.8 Our short-term services that promote people's independence are effective. We are looking to extend their reach working alongside the NHS to do so. At times capacity can be compromised when used as contingency to meet the personal care needs where services from the independent sector cannot be sourced.
- 6.9 We are comparatively good at preventing unplanned admissions into hospital but despite recent improvements have more to do to avoid delayed transfers of care into the community with the autumn period already proving challenging ahead of winter.
- 6.10 Our spend on working age adults has increased significantly over the last decade while spend on people over 65 has been relatively static. More of the council's net budget is spent on working age adults than older people and this gap continues to grow.
- 6.11 Our gross expenditure on adult social care relative to our population is marginally more than comparators.
- 6.12 Our unit costs are in line with the regional average for older adults. For working age adults our unit costs are below the regional average, but remain under pressure, in particular to meet the requirements of the national living wage and pay frontline care workers at rates adequate to secure sufficient services.
- 6.13 We have more people with a learning disability in paid employment and living independently than is typical and have improved our performance rankings to first and second quartile respectively in 2018-19.
- 6.14 More people with mental health needs in Devon remain living independently than is typical elsewhere and we aspire to do even better.
- 6.15 Our level of safeguarding concerns and enquiries remain below the comparator average, and our Safeguarding Adults Board is raising awareness and changing practice accordingly ahead of an independent peer review scheduled for Spring 2020 to be facilitated by the Local Government Association.

Tim Golby,  
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**Electoral Divisions: All**

Cabinet Member for Adult Social Care and Health Services: Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

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BACKGROUND PAPER                      DATE                      FILE REFERENCE

Nil