

# Directorate Performance Overview Report Quarter 4

**Directorate:** ADULTS

**Departments:** Adult Social Care

**Period:** Quarter 4 Period 1<sup>st</sup> January 2024 – 31<sup>st</sup> March 2024

## 1.0 Introduction

This quarterly monitoring report covers Adult Social Care Services fourth quarter period up to 31<sup>st</sup> March 2024.

It describes key developments and progress against all objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 4.

## 2.0 Key Developments

### **Halton Floating Support Service**

Halton Floating Support Service was re-tendered during Q3/Q4. The contract was awarded to Plus Dane, the incumbent provider of the service. The mobilisation period will take place from 1<sup>st</sup> April – 30<sup>th</sup> June 2024 with the new contract commencing on 1<sup>st</sup> July 2024. A contract extension is in place to ensure continuity of service during the three-month mobilisation period.

### **Integrated Sensory Support Service**

The service has run for six years as a collaboration between Vision Support and the Deafness Resource Centre. The current contract runs to 30<sup>th</sup> June 2024. In March a report was taken to Executive Board to look at continuation of the service for a further five years. This was agreed and work will now take place to amend the service specification to reflect objectives over the period.

### **Halton Home Based Respite Service**

Care at Home Group Limited (CHAG) has been delivering the Home-Based Respite Service since April 2023, following Crossroads Care North-West exiting the market in March 2023. A report was taken to Executive Board in March to seek approval to award CHAG an 18-month contract to continue to deliver the service in Halton from April 2024; this was agreed. During this period, we aim to commence a new procurement process for the supply of the Service.

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### **Adult Social Care Commissioning Strategy**

The Commissioning Strategy for Care and Support outlines our commissioning intentions over the next three years and went through its final stages of formal approval during Q4, being approved at Executive Board on 18<sup>th</sup> January 2024.

**Dementia Delivery Group** meetings to determine priorities going forward. Delivery Plan to be presented to April 2024 One Halton Board for approval and agreement on practical implementation.

### **Immigration Impact upon Homelessness**

The Home Officer have confirmed that there will be approximately 3000 asylum seekers that have experienced the delay in the move on process and will be served 7-day notice. Not all of these clients will be in Halton as they will be dispersed across the country, and numbers have not yet been released.

As part of the Asylum process many of the clients placed within the Initial Assessment centres are families, which will have a vast impact upon homelessness and temporary accommodation provision. Presently, we are seeing an increase in families presenting as homeless and reviewing the temporary accommodation available, however, the concerns remain on the high increase in numbers and the impact this will have upon the homelessness team and the financial costs incurred.

## 3.0 Emerging Issues

### **Domiciliary Care Tender**

Work commenced in Q4 to re-tender the Domiciliary Care Service. At the time of writing, the tender opportunity is currently a live tender via The Chest procurement portal. The new contract is expected to commence in the Autumn. The tender is expected to increase the diversity of provision within the borough.

### **Independent Mental Capacity Advocate (IMCA) Cases**

Discussions are scheduled to take place between Commissioners and advocacy representatives across Halton and Warrington to discuss responsibility for IMCA advocacy for Halton residents temporarily resident in Warrington, e.g. due to hospital admission. Historically, Halton Advocacy hub has provided the advocacy in such cases even though Warrington are effectively the host authority for cases within their locality. Due to current resource constraints and demands on the service, Halton Advocacy hub has stated is unable to continue to provide the advocacy for all Halton residents placed in Warrington.

### **Halton Carer's Strategy**

The One Halton all-age carers strategy has now been signed off by the Halton's Carers Strategy Group and is due to be taken for ratification to the One Halton Place Based Partnership Board in April.

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### Co-Production

The Coproduction Charter and associated report is due to be taken for ratification to the One Halton Place Based Partnership Board in April, prior to implementation.

### 4.0 Service Objectives/Milestones

#### 4.1 Progress Against Objectives/Milestones

Total



Appendix 1

### 5.0 Performance Indicators

#### 5.1 Progress Against Performance Indicators

Total



Appendix 2

### 6.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2018/19 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

### 7.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED), which came into force in April 2011. The PSED also requires us to publish this information, as it is available.

As a result of undertaking a departmental Equality Impact Assessment no high

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priority actions were identified for the service for the period 2023-24.

### 8.0 Data Quality Statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

### 9.0 Appendices

- Appendix 1 Progress Against Objectives/Milestones
- Appendix 2 Progress Against Performance Indicators
- Appendix 3 Financial Statement
- Appendix 4 Explanation of Use of Symbols

**Appendix 1: Progress against objectives/milestones**

<b>Service Objective 1</b>	<b>Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs.</b>
<b>Linked Indicators: ASC 09, 10, 11</b>	

<b>Milestones</b>	<b>Progress Q4</b>	<b>Supporting Commentary</b>
Monitor the Local Dementia Strategy Action Plan, to ensure effective services are in place.		The Dementia Delivery Plan approval and implementation (or whether further work is required) is dependent on the outcome of the April 2024 One Halton Board meeting at which it is being presented.
The Homelessness strategy be kept under annual review to determine if any changes or updates are required.		Homelessness Forum took place March 24 and consultation will form part of homelessness Strategy, which is presently under review. Draft strategy to be presented to Management Team July/August 2024

## Appendix 1: Progress against objectives/milestones

<b>Service Objective 2</b>	<b>Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people</b>
<b>Linked Indicators: ASC 01, 02, 03, 04, 12, 13</b>	

<b>Milestones</b>	<b>Progress Q4</b>	<b>Supporting Commentary</b>
Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target.		Budget projected to come in on target
Integration of Health and social care in line with one Halton priorities.		Integration work continues through the One Halton work streams
Monitor the Care Management Strategy to reflect the provision of integrated frontline services for adults.		Halton Borough Council applied for additional funding from DHSC for the Streamlining of assessments, support with post covid waiting times for reviews, Occupational Therapy and DOLS assessments . Firstly we have funded additional dedicated support for front door referrals and Deprivation of Liberty Safeguards (DoLS) This has enabled us to clear the backlog 'at the front door' and allocate the correct support for those being referred within 24 hours. The additional resource includes increasing the number of first assessors (x 3) to reduce initial triage waiting lists and reallocate resources to more complex cases. Therefore, they have granted an additional 135 authorisations since receiving the funding, bringing the waiting time for subsequent allocation

**Appendix 1: Progress against objectives/milestones**

		<p>of support down to less than 12 months. Overall, the implementation a First Assessor model has led to a waiting list fall from 1,000 to 250 days to have a review between Q4 22/23 and Q4 23/24. Secondly, Halton has established a Prevention and Wellbeing Service with the support of a redesign of adult social Care, placing outreach support with a Wellbeing approach at the front door. This team is focusing on people accessing community support before requiring support from adult social care where appropriate, and initial findings have identified a reduced demand and associated pressures upon ASC staff: Although the implementation of a First Assessor model and a prevention-focussed front door service were already planned in Halton, this approach has enabled us to progress these redesigns more quickly and allocate more resources to the team of first assessors, which has improved both the speed and impact of this work: We are presently allocating all new referrals within 24/48 hours.</p>
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**Appendix 1: Progress against objectives/milestones**

<b>Service Objective 3</b>	<b>Continue to effectively monitor the quality of services that are commissioned and provided in the borough for adult social care service users and their carers.</b>
<b>Linked Indicators: ASC 05, 06, 07, 08, 14, 19, 20, 21 ASC 15,16,17,18</b>	

<b>Milestones</b>	<b>Progress Q4</b>	<b>Supporting Commentary</b>
Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets.		<p>250 staff across Adult Social Care have now completed, The Helen Sanderson Person Centred Planning Training, jointly with people of lived experience and providers/Voluntary Sector. This was completed in conjunction with Co-Production events led by TLAP. Presently Training is underway to 'Train the Trainer' and Management support to ensure a longer-term legacy.</p> <p>The changes to ways of working have led to a more productive workforce who can focus on meaningful tasks...staff have more time to speak to clients, reviews are more informed.</p> <p>Assessment work is more outcomes-focussed.</p> <p>The Social Care IT systems will be changing in June 24 from Care First 6 to Eclipse, with newly developed Person Centred Documentation.</p>

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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### Older People:

ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	TBC	600	NA	NA	NA	Figures are being collated for year-end and will not be available until the next meeting.
ASC 02	Total non-elective admissions into hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	Q2 22/23 actual = 4,286	No plan set	0 Day LOS = 1869. >0 LOS = 2414 Total = 4283			Q4 data not yet available, this will not be published until at least the middle of May. The latest position available shows the number of admissions in the three-month period Dec 23 to Jan 24. Whilst non-zero LOS admissions have remained unchanged the number of 0-day LOS admissions has fallen slightly, however this does not tell the full picture, the number of 0 day LOS has fallen from 670 to 214 at WHHFT (-456) due to the implementation of the new A&E type 5 process. This means that increasing numbers of patients are now categorised as being treated as a category 5 A&E attendance as opposed to a short stay (0 day) admission. The process is not yet

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
							happening at MWL. In contrast the number of 0 da NEL admissions at MWL has increased from 1203 to 1558 (+355) nearly offsetting the whole of the decrease seen at WHHFT.
ASC 03	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <b>Better Care Fund performance metric</b>	TBC	85%	NA	NA	NA	Annual collection only, to be reported in Q1.
<b>Adults with Learning and/or Physical Disabilities:</b>							
ASC 04	Percentage of items of equipment and adaptations delivered within 7 working days (VI/DRC/HMS)	97%	97%	96%			Q4 figures are slightly below target however previous quarters have been above target for 2023/24.
ASC 05	Proportion of people in receipt of Self Directed Support (ASCOF 1C – people in receipt of long term support (Part 1) SDS	74.9	80%	NA	NA	NA	Figures are being collated for year-end and will not be available until the next meeting.
ASC 06	Proportion of people in receipt	22.7	45%	NA	NA	NA	Figures are being collated for

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
	of SDS (ASCOF 1C – people in receipt of long term support) (Part 2) DP						year-end and will not be available until the next meeting.
ASC 07	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	93.6	89%	90%			The figure for Q4 has exceeded the target, although slightly lower in comparison to Q4 last year.
ASC 08	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5.8	5.5%	6.1%			We have currently exceeded this target and figures are higher than they were in the same quarter 2022/23.
ASC 09	Homeless presentations made to the Local Authority for assistance In accordance with Homelessness Reduction Act 2017. Relief Prevention Homeless Advice	NA	2000	756  290 163 121 201		NA	There continues to be an increase in homelessness presentations, due to relationship breakdown, affordability and changes in immigration process.  We anticipate an increase in presentations from families during the next quarter and working with Home Office to process applications.  The team are working tirelessly to source accommodation and save

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
							tenancies, using the prevention incentives available to reduce and relieve homelessness.
ASC 10	LA Accepted a statutory duty to homeless households in accordance with homelessness Act 2002	NA	500	121		NA	Due to the work the team are undertaking to prevent homelessness prior to decision making stage, this has contributed to the low statutory acceptance decisions
ASC 11	Number of households living in Temporary Accommodation Hostel Bed & Breakfast	NA	NA	148 38 30 Singles 8 Families	NA	NA	There continues to be an increase in the demand for temporary accommodation, resulting in the use of hotels. There are concerns that there will be an increase in families presenting as homeless forcing the LA to increase hotel usage.
<b>Safeguarding:</b>							
ASC 12	Percentage of individuals involved in Section 42 Safeguarding Enquiries	TBC	30%	34%		NA	This is a relatively new indicator, there is no comparison to the previous year.
ASC 13	Percentage of existing HBC Adult Social Care staff that	62%	85%	76%			Although the 23/24 target has not been met; the performance each

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
	have received Adult Safeguarding Training, including e-learning, in the last 3-years (Previously PA6 [13/14] change denominator to front line staff only.						quarter has been increasing and Q4 has exceeded the actuals from last year.
ASC 14	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)	78.8	89%	TBC	TBC	TBC	Annual collection only to be reported in Q1.
<b>Carers:</b>							
ASC 15	Proportion of Carers in receipt of Self Directed Support.	98%	99%	NA	NA	NA	Figures are being collated for year-end and will not be available until the next meeting
ASC 16	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	7.5% (2021-22)	NA	NA	NA	NA	Survey measures are reported annually for service users and bi-annually for carers. The results of these will be provided in Quarter 1, however are not published until later in the year.
ASC 17	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>	39.3% (2021-22)	NA	NA	NA	NA	The Adult Social Care Survey

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2022/23	Target 2023/24	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
ASC 18	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	69.5% (2021-22)	NA	NA	NA	NA	was administered during January 2024. The results to be reported in the 2024/25 period.
ASC 19	Social Care-related Quality of life (ASCOF 1A). (This figure is based on combined responses of several questions to give an average value. A higher value shows good performance)	18.9%	20%	NA	NA	NA	The Survey of Adult Carers was administered during Q3. The results to be reported in the 2024/25 period.  Further details on both surveys can be found <a href="#">here</a>
ASC 20	The Proportion of people who use services who have control over their daily life (ASCOF 1B)	78.4%	80%	NA	NA	NA	
ASC 21	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	70.4%	71%	NA	NA	NA	

## Appendix 3 Financial Statements

### ADULT SOCIAL CARE

#### Revenue Operational Budget as at 31 March 2024

	Annual Budget	Actual Spend	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	15,593	15,919	(326)
Premises	695	679	16
Supplies & Services	1,426	1,396	30
Aids & Adaptations	38	39	(1)
Transport	228	386	(158)
Food Provision	201	202	(1)
Agency	734	726	8
Supported Accommodation and Services	1,205	1,211	(6)
Emergency Duty Team	110	163	(53)
Contacts & SLAs	577	575	2
<b>Housing Solutions Grant Funded Schemes</b>			
Homelessness Prevention	356	355	1
Rough Sleepers Initiative	157	167	(10)
<b>Total Expenditure</b>	<b>21,320</b>	<b>21,818</b>	<b>(498)</b>
<b>Income</b>			
Fees & Charges	-804	-760	(44)
Sales & Rents Income	-453	-478	25
Transfer from Reserves	-435	-435	0
Reimbursements & Grant Income	-1,953	-2,131	178
Capital Salaries	-121	-121	0
Housing Schemes Income	-506	-540	34
<b>Total Income</b>	<b>-4,272</b>	<b>-4,465</b>	<b>193</b>
<b>Net Operational Expenditure</b>	<b>17,048</b>	<b>17,353</b>	<b>(305)</b>
<b>Recharges</b>			
Premises Support	583	583	0
Transport Support	575	727	(152)
Central Support	3,667	3,667	0
Asset Rental Support	205	205	0
Recharge Income	-112	-112	0
<b>Net Total Recharges</b>	<b>4,918</b>	<b>5,070</b>	<b>(152)</b>
<b>Net Departmental Expenditure</b>	<b>21,966</b>	<b>22,423</b>	<b>(457)</b>

## Appendix 3 Financial Statements

### **Comments on the above figures**

Net Department Expenditure, excluding the Community Care and Care Homes divisions, is £0.457m above budget at the end of the of the 2023/24 financial year.

Employee costs were £0.326m above budget profile. This reflects the unbudgeted additional cost of the 2023/24 pay award (£1,925 plus on-costs per FTE, less the budgeted 4% overall). Total unbudgeted pay award costs are £0.451m for the year, and the staff turnover saving target above target was £0.125m for the year.

The overspends on transport and transport recharges are currently under review, expenditure is significantly above budget on both headings, costs have increased steadily over recent years.

Housing Strategy initiatives included in the report above include the Rough Sleeping Initiative and Homelessness Prevention Scheme. The Homelessness Prevention scheme is an amalgamation of the previous Flexible Homelessness Support and Homelessness Reduction schemes.

Overall income is above target for the year, although there is an under-achievement of £62,000 in respect of transport income charged to service users. This is reflected in the overall under-achievement of £44,000 in respect of Fees & Charges income.

### **Approved 2023/24 Savings**

#### **Adult Social Care**

Details of progress towards achieving budget efficiency savings agreed by Council in February 2023.

## Appendix 3 Financial Statements

### Progress Against Agreed Savings

	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value			Current Progress	Comments
				23/24 £'000	24/25 £'000	25/26 £'000		
ASC1	Housing Solutions	474	Remodel the current service based on good practice evidence from other areas.	0	0	125	<span style="color: green;">✓</span>	Expected to be achieved in 2025/26 budget year
ASC2	Telehealthcare	680	Explore alternative funding streams such as Health funding or Disabled Facilities Grants.	0	170	0	<span style="color: green;">✓</span>	Expected to be achieved in 2024/25 budget year
			Increase charges / review income.	0	170	0		
			Cease the key safe installation service.	0	15	0		
ASC11	Dorset Gardens Care Services	471	Cease onsite support and transfer to the domiciliary care contract.	275	0	0	<span style="background-color: yellow;">u</span>	To be achieved in current year, but only effective from September 2023 onwards
ASC17/18	Quality Assurance Team	395	Review the activities of the Quality Assurance Team, given there are fewer providers for domiciliary care and the transfer of four care homes into the Council.	35	0	0	<span style="color: green;">✓</span>	Current year savings achieved, and 2024/25 savings on target
			Merge the service with the Safeguarding Unit.	0	50	0		

## Appendix 3 Financial Statements

ASC12	Meals on Wheels	33	Increase charges to ensure full cost recovery. A procurement exercise will also be completed for the provision of food.	33	0	0	<input checked="" type="checkbox"/>	Charge increase implemented
ASC16	Shared Lives (Adult Placement Service)	115	Engage with an external agency currently operating Shared Lives to take over the running of this service. It is anticipated that this would provide an improved service.	0	58	0	<input checked="" type="checkbox"/>	Expected to be achieved in 2024/25 budget year
ASC19	Voluntary Sector Support	N/A	Review the support provided by Adult Social Care and all other Council Departments, to voluntary sector organisations. This would include assisting them to secure alternative funding in order to reduce their dependence upon Council funding. A target saving phased over two years has been estimated.	0	200	100	<input checked="" type="checkbox"/>	Expected to be achieved in the relevant budget years
ASC4	Positive Behaviour Support Service	349	Increase income generated in order to ensure full cost recovery, through increased service contract charges to other councils.	0	100	0	<input checked="" type="checkbox"/>	Expected to be achieved in 2024/25 budget year

## Appendix 3 Financial Statements

			Review the Integrated Care Board contribution for Adults, to ensure the full recovery of related costs.	0	150	0		
ASC6	Bridge Builders	250	Restructure and incorporate within the Care Management front door service, introducing the services currently offered by Bridge Builders to all new referrals.	120	0	0	u	To be achieved in current year, although full-year savings not realised
ASC5	Mental Health Outreach Team	376	Streamline the service and focus on higher needs requiring joint funding from the Integrated Care Board.	140	0	0	x	Currently under review, it does not seem probable that the savings will be achieved this year
ASC21	Mental Health Team Carers Officer	38	Commission the Carers Centre to complete all Carers assessments or undertake the function through the Initial Assessment Team.	38	0	0	x	Currently under review, it does not seem probable that the savings will be achieved this year
ASC15	Learning Disability Nursing Team	424	Cease provision of this service. The service is a Health related function rather than Adult Social Care, but this is a historical arrangement. The Integrated Care Board would need to consider how they want to	0	424	0	✓	Expected to be achieved in 2024/25 budget year

## Appendix 3 Financial Statements

			provide this function.					
ASC14	Care Management Community Care Budget	18,982	Attract £500k investment from the pooled budget (BCF) from 2024/25. Undertake work in years 1 and 2 to reduce reliance upon contracted services from 2025/26. Services are currently in the process of being redesigned on a “Strengths Based Approach” ie. focused upon prevention.	0	500	1,000	<input checked="" type="checkbox"/>	Expected to be achieved in the relevant budget years
<b>Total Adult Social Care Department</b>				<b>641</b>	<b>1,837</b>	<b>1,225</b>		

## Appendix 3 Financial Statements

### Care Homes Division

#### Revenue Budget 23-24 Outturn

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
<b><u>Madeline Mckenna</u></b>			
Employees	672	784	(112)
Other Premises	122	127	(5)
Supplies & Services	16	16	0
Food Provison	43	45	(2)
Reimbursements & Other Grant Income	-35	-35	0
<b>Total Madeline Mckenna Expenditure</b>	<b>818</b>	<b>937</b>	<b>(119)</b>
<b><u>Millbrow</u></b>			
Employees	2,084	2,265	(181)
Other Premises	151	203	(52)
Supplies & Services	43	66	(23)
Food Provison	75	80	(5)
Reimbursements & Other Grant Income	-101	-101	0
<b>Total Millbrow Expenditure</b>	<b>2,252</b>	<b>2,513</b>	<b>(261)</b>
<b><u>St Luke's</u></b>			
Employees	2,740	2,906	(166)
Other Premises	208	237	(29)
Supplies & Services	46	73	(27)
Food Provison	118	121	(3)
Reimbursements & Other Grant Income	-76	-76	0
<b>Total St Luke's Expenditure</b>	<b>3,036</b>	<b>3,261</b>	<b>(225)</b>
<b><u>St Patrick's</u></b>			
Employees	1,824	2,246	(422)
Other Premises	191	192	(1)
Supplies & Services	43	65	(22)
Transport	0	0	(0)
Food Provison	112	130	(18)
Reimbursements & Other Grant Income	-121	-121	0
<b>Total St Patrick's Expenditure</b>	<b>2,049</b>	<b>2,512</b>	<b>(463)</b>
<b><u>Care Homes Divison Management</u></b>			
Employees	285	250	35
Supplies & Services	0	3	(3)
<b>Care Home Divison Management</b>	<b>285</b>	<b>253</b>	<b>32</b>
<b>Net Operational Expenditure</b>	<b>8,440</b>	<b>9,476</b>	<b>(1,036)</b>
<b>Recharges</b>			
Premises Support	285	285	0
Transport Support	0	0	0
Central Support	890	890	0
Asset Rental Support	291	291	0
Recharge Income	0	0	0
<b>Net Total Recharges</b>	<b>1,466</b>	<b>1,466</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>9,906</b>	<b>10,942</b>	<b>(1,036)</b>

## Appendix 3 Financial Statements

### Comments on the above figures

#### Financial Position

The care home division is made up of the following cost centres, Divisional Management Care Homes, Madeline Mckenna, Millbrow, St Luke's and St Patrick's.

The net departmental expenditure across the division is over budget for 2023-24 financial year by £1.036m.

Recruitment and retention of staff at all levels continue to place pressures across the care homes. This has resulted in the use of expensive agency staff and overtime to cover vacancies. A proactive rolling recruitment process is taking places across the care homes.

#### Employee Related expenditure

Employee related expenditure is over budget at the end of 2023-24 financial year by £0.846m.

Recruitment and retainment of staff is a continued pressure across the care homes and is therefore reliant on the use of overtime and agency staff to cover vacancies. At the end of financial year 2023/24 total agency spend across the care homes reached £3.6m, the cost of this has partially been offset by staff vacancies.

Whilst the spend remains high, there has been a reduction of £0.5m from the £4.1m spend in the previous financial year. This is due to a combination of all care homes now using the Matrix booking system, and some of the vacancies being filled.

Throughout the year a number of residents within the care homes were identified as needing 1:1 care in addition to the support the care homes provide on a day to day basis. The staffing budget has been revised to take this into consideration., The revised budget helped support agency spend:

<b>In Year Revised Agency Budget</b>	
MMK	£5,399
Millbrow	£115,031
St Lukes	£18,190
St Patricks	£75,031
Total	£213,651

In addition to the above, a Market Sustainability and Improvement Fund grant contribution was received and made available to the care homes to be spent in financial year 23-24, this further supported the cost of agency staff:

<b>Workforce Grant</b>	
MMK	£30,375
Millbrow	£72,001
St Lukes	£72,001
St Patricks	£80,077
Total	£254,454

A proactive rolling recruitment exercise is ongoing within the care homes and is supported by HR and the Transformation team.

## **Appendix 3 Financial Statements**

### **Premises Related Expenditure**

At the end of financial year 2023-24 premises costs were over budget by £0.087m.

Premises related expenditure covers both repairs, maintenance and utilities. The budget was increased significantly for utilities in 2023/24 due to increases in costs in previous years. Due to this, there is a large under spend for utilities which has masked overspend for repairs and maintenance significantly.

Repairs and maintenance continue to be a budget pressure across all the care homes. The recruitment of a facilities manager would help to support the reduction in these costs. Budget for a facilities manager has been made available and this position has been advertised.

### **Supplies and Services Expenditure**

Supplies and Services expenditure is over budget at the end of 23-24 financial year by £0.072m.

### **Food Provision Expenditure**

Food Provision expenditure is over budget at the end of 23-24 financial year by £0.028m.

### **Approved 2023/24 Savings**

There are no approved savings for the care home division in financial year 2023/24

### **Risks/Opportunities**

Recruitment and retention of care and nursing staff within care homes remains the significant risk to the budget. Work through the transformation programme, HR and the managers and staff have significantly reduced these pressures in year and continues.

## Appendix 3 Financial Statements

### COMMUNITY CARE

#### Revenue Budget as at 31 March 2024

	Annual Budget	Actual Spend	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Residential & Nursing	13,579	13,928	(349)
Domiciliary Care & Supported living	12,357	12,643	(286)
Direct Payments	12,218	12,969	(751)
Day Care	375	535	(160)
<b>Total Expenditure</b>	<b>38,529</b>	<b>40,075</b>	<b>(1,546)</b>
<b>Income</b>			
Residential & Nursing Income	-12,059	-11,865	(194)
Community Care Income	-2,381	-2,402	21
Direct Payments Income	-956	-1,003	47
Income from other CCGs	-126	-131	5
Market Sustainability & Improvement Grant	-1,497	-1,497	0
Adult Social Care Support Grant	-4,357	-4,357	0
Market Sustainability Workforce Grant	-718	-718	0
LA UEC Grant	-156	-156	0
War Pension Disregard Grant	-67	-56	(11)
Other Income	-515	-867	352
<b>Total Income</b>	<b>-22,832</b>	<b>-23,052</b>	<b>220</b>
<b>Net Departmental Expenditure</b>	<b>15,697</b>	<b>17,023</b>	<b>(1,326)</b>

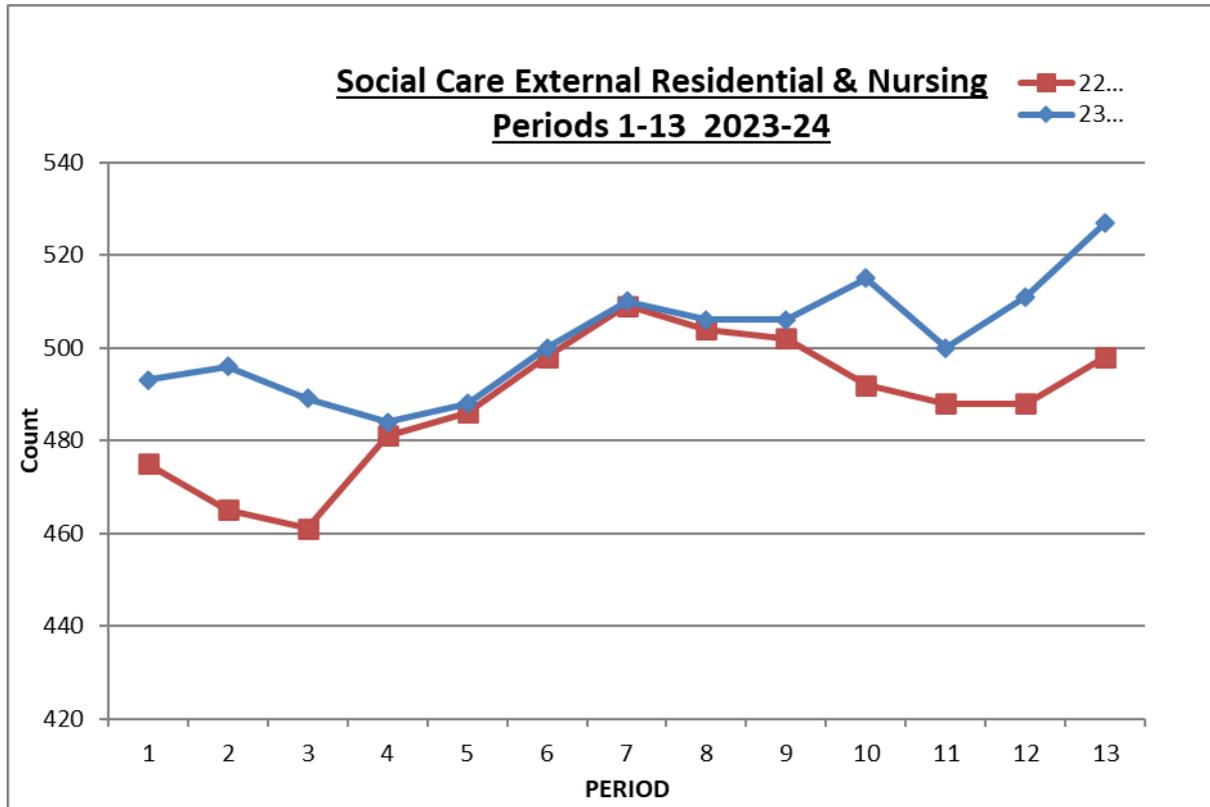
#### Comments on the above figures:

At the end of the financial year 2023/24, expenditure on Community Care services is over budget profile by £1.326m.

The Domiciliary and Supported Living outturn is significantly more than was forecast at quarter 3. This is due to a couple of high cost service users, not previously known to finance. Therefore they were not included in the original forecast.

Individual Services budgets are analysed in more detail below.

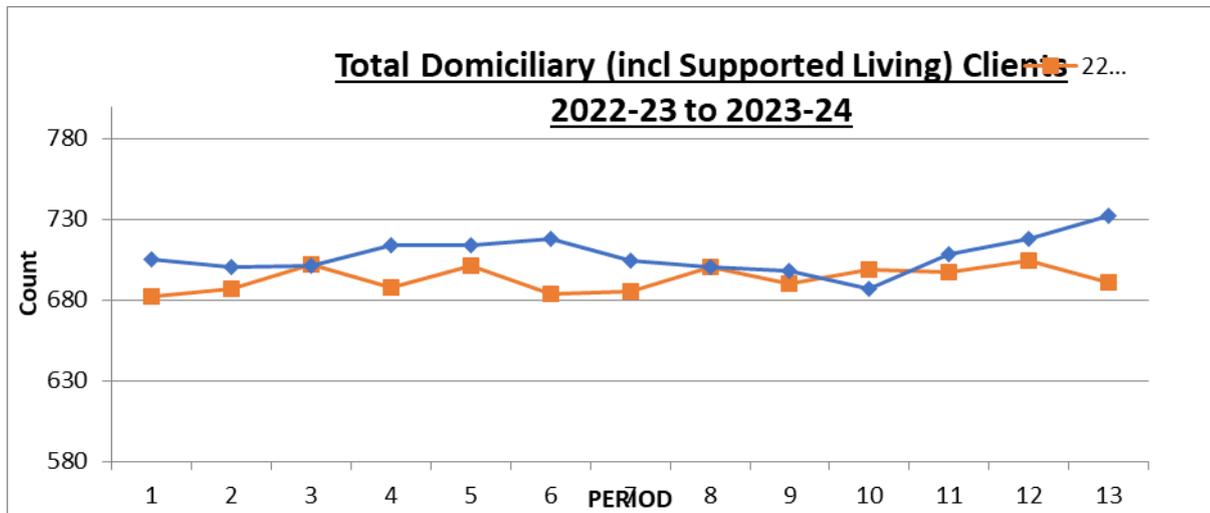
**Residential & Nursing Care**



Between April 23 and March 24 the number of people in receipt of Residential or Nursing Care increased from 493 to 527, an increase of 6.8%.

The average cost of a package of care has increased 10.6% from £864 in April to £956 in March suggesting an increase in the complexity of care packages.

**Domiciliary Care & Supported Living**

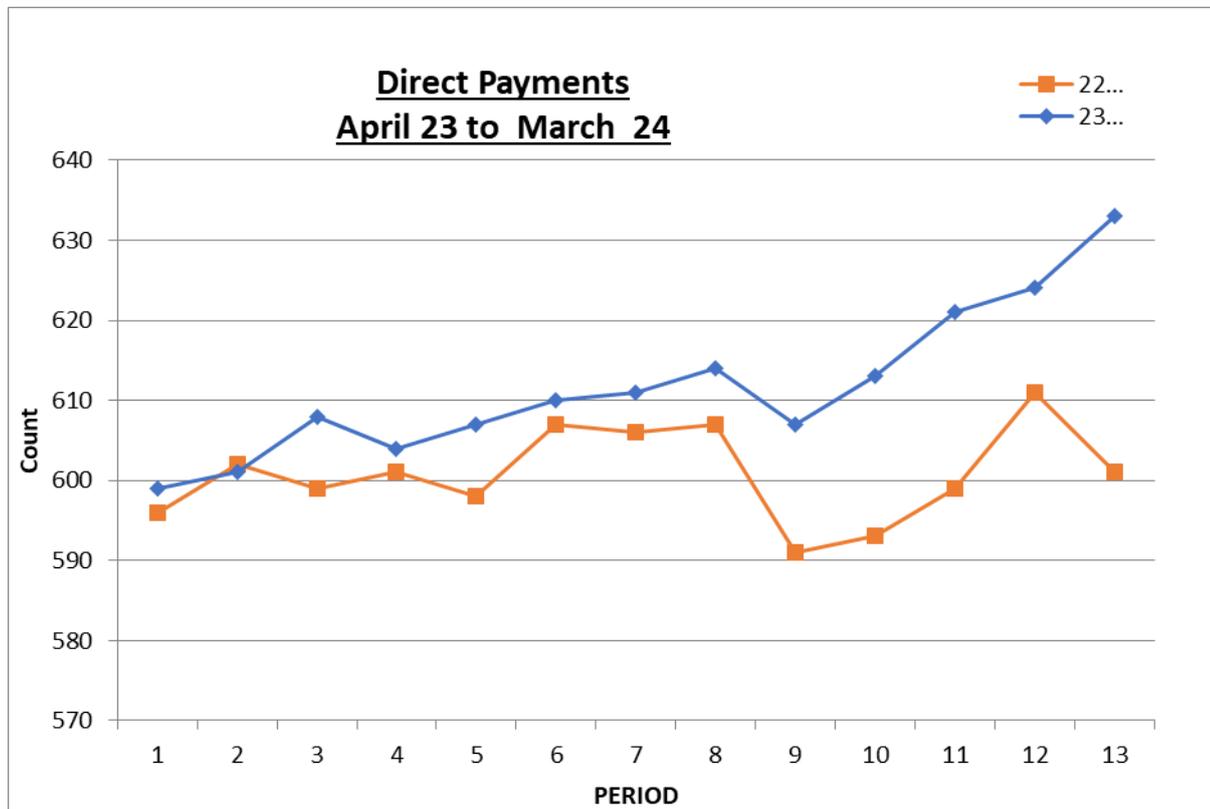


There are currently 732 service users receiving a package of care at home compared to 705 in April, an increase of 3.8%.

## Appendix 3 Financial Statements

The average cost of a package of care has increased from £417 in April to £475 at the end of the year, an increase of 13.9%. Note, this is inclusive of an in-year uplift of 6% paid to providers from October 2023, funded from the Market Sustainability Grant.

### Direct Payments



The number of service users in receipt of a Direct Payment increased from 599 to 633 over the course of the year. The average package of care cost increased from £551 to £591, an increase of £7.25%. This service continues to be a pressure as it is often used as a default position due to the current domiciliary provider being unable to pick up additional care packages.

The Community Care budget is very unpredictable by nature as it is demand driven, with many influential factors such as the ageing population, deprivation within the borough and its links to the health care sector. It will continue to be closely monitored and scrutinised to quantify pressures and, in conjunction with the budget recovery group, we will continue to identify savings in order to achieve a balanced budget at the end of the financial year.

## Appendix 3 Financial Statements

### **COMPLEX CARE POOL BUDGET**

#### **Revenue Budget as at 31 March 2024**

	<b>Annual Budget</b>	<b>Actual Spend</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Intermediate Care Services	5,292	5,150	142
Oakmeadow	1,831	1,894	(63)
Community Home Care First	1,530	2,047	(517)
Joint Equipment Store	829	1,014	(185)
HICafs	3,258	3,024	234
Contracts & SLA's	3,321	3,222	99
Carers Breaks	450	345	105
Carers Centre	354	357	(3)
Residential Care	7,393	7,209	184
Domiciliary Care & Supported Living	3,756	3,897	(141)
<b>Total Expenditure</b>	<b>28,014</b>	<b>28,159</b>	<b>(145)</b>
<b>Income</b>			
BCF	-12,762	-12,762	0
CCG Contribution to Pool	-2,864	-2,864	0
ASC Discharge Grant	-979	-979	0
ICB Discharge Grant	-942	-942	0
LA UEC Grant	-144	-144	0
Oakmeadow Income	-6	-2	(4)
Other Income	-25	-27	2
Transfer from Reserve	-193	-193	0
Cfwd from 2022/23	0	-147	147
<b>Total Income</b>	<b>-17,915</b>	<b>-18,060</b>	<b>145</b>
<b>Net Operational Expenditure</b>	<b>10,099</b>	<b>10,099</b>	<b>0</b>
<b>Recharges</b>			
Premises Support	0	0	0
Transport	0	0	0
Central Support	0	0	0
Asset Rental Support	0	0	0
HBC Support Costs Income	0	0	0
<b>Net Total Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>10,099</b>	<b>10,099</b>	<b>0</b>

#### **Comments on the above figures:**

The pool has achieved a balanced budget at the end of the financial year 2023/24.

## Appendix 3 Financial Statements

The Better Care development £0.428m and other underspends were split equally between the Council and Health to cover pressures in the Health & Social Care Budget. The councils share, £0.275m went to Domiciliary and Supported Living.

The underspend on Intermediate Care Services and HICafs is due to staff vacancies.

Oakmeadow overspend was due to agency, utility and food costs.

The Community Home Care First overspend of £0.517m is due to an agreement to pay the main homecare provider for all of their agency costs.

The Joint Equipment Service overspend has arisen as the closing stock figure has reduced by £0.185m.

Contracts & SLA's include Inglenook which has had a void for most of the year, hence the underspend.

Expenditure on Carer's Breaks is £0.105m less than anticipated, as demand for services is still lower than pre-pandemic levels.

The pool budget has balanced at the end of the year and as previously mentioned, funds have been diverted to cover Health and Community Care pressures. These pressures continue to rise but it cannot be guaranteed that we can rely on Pool underspends in the future.

### **Pooled Budget Capital Projects as at 31 March 2024**

	2023-24 Capital Allocation £'000	Actual Spend £'000	Total Allocation Remaining £'000
Disabled Facilities Grant	800	771	29
Stair lifts (Adaptations Initiative)	260	259	1
RSL Adaptations (Joint Funding)	170	171	(1)
Telehealthcare Digital Switchover	300	165	135
Millbrow Refurbishment	100	51	49
Madeline Mckenna Refurb.	100	17	83
St Luke's Care Home	100	97	3
St Patrick's Care Home	100	44	56
<b>Total</b>	<b>1,930</b>	<b>1,575</b>	<b>355</b>

### **Comments on the above figures:**

Allocations for Disabled Facilities Grants/Stair Lifts and RSL adaptations are consistent with 2022/23 spend and budget, and expenditure across the 3 headings are broadly within budget overall.

## Appendix 3 Financial Statements

The £0.4m Telehealthcare Digital Switchover scheme was approved by Executive Board on 15 July 2021. Significant capital investment is required to ensure a functional Telehealthcare IT system is in place prior to the switchoff of existing copper cable based systems in 2025. Procurement commenced in 2022/23 with an initial purchase to the value of £100,000. It is anticipated that the scheme will be completed early in the 2024/25 financial year, fully funded from the residual capital allocation of £0.3m.

On 16<sup>th</sup> June 2022 Executive Board approved a £4.2M refurbishment programme in respect of the four Council owned care homes, to be completed withing a three year timescale. Halton purchased the homes, with the exception of Madeline McKenna, when it was evident that the buildings had been neglected. £0.419m was spent on refurbishment across the 4 homes in the previous financial year, and £0.209m in 2023/24. Unspent funding at year-end will be carried forward to the 2024/25 financial year to enable the scheme's completion.

### **PUBLIC HEALTH & PUBLIC PROTECTION DEPARTMENT**

#### **Revenue Budget as at 31 March 2024**

	Annual Budget	Actual Spend	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	4,913	4,365	548
Premises	6	6	0
Supplies & Services	280	252	28
Contracts & SLA's	7,088	7,071	17
Transport	4	2	2
Other Agency - Port Levies	23	23	0
Transfer to Reserves	51	51	0
<b>Total Expenditure</b>	<b>12,365</b>	<b>11,770</b>	<b>595</b>
<b>Income</b>			
Fees & Charges	-152	-173	21
Reimbursements & Grant Income	-422	-480	58
Transfer from Reserves	-842	-484	(358)
Government Grant Income	-11,509	-11,509	0
<b>Total Income</b>	<b>-12,925</b>	<b>-12,646</b>	<b>(279)</b>
<b>Net Operational Expenditure</b>	<b>-560</b>	<b>-876</b>	<b>316</b>
<b>Recharges</b>			
Premises Support	156	156	0
Transport	19	19	0
Central Support	2,340	2,340	0
Asset Rental Support	0	0	0
HBC Support Costs Income	-482	-482	0
<b>Net Total Recharges</b>	<b>2,033</b>	<b>2,033</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>1,473</b>	<b>1,157</b>	<b>316</b>

**Comments on the above figures**

The net Department spend for the year ending 31<sup>st</sup> March 2024 is £0.315m under the approved budget.

£0.484m was transferred from reserves to balance the public health budget, however this was £0.358m lower than the contribution of £0.842m that was expected for the year.

Employee's cost for the year was £0.548m lower than the approved budget, this is due to vacancies and temporary reduction in hours across the department. All saving targets approved for 2023/24 were achieved

Expenditure on supplies and services was kept to essential items only throughout the year and has achieved a small underspend of £0.027m.

## Appendix 4 Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage whether the annual target is on course to be achieved</u>.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

### Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		<i>Indicates that performance <b>is better</b> as compared to the same period last year.</i>
Amber		<i>Indicates that performance <b>is the same</b> as compared to the same period last year.</i>
Red		<i>Indicates that performance <b>is worse</b> as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>