

Staffing

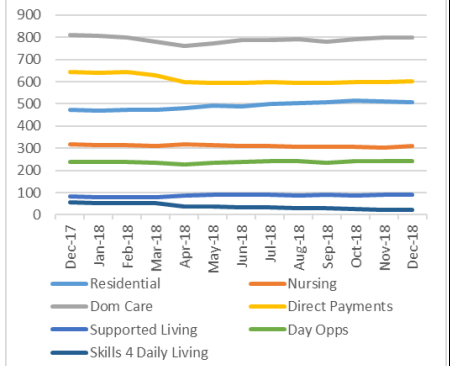
	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
FTE	283	286	287	287	292	293	294	293	300	299	299	289
Headcount	312	316	316	317	323	326	325	324	331	329	328	320
Permanent Costs (£k)	651	824	706	847	898	874	883	897	886	885	885	846
Agency	18.3	19.8	14.6	13.7	15.8	15.0	16.9	13.8	13.0	14.2	13.6	15.1
Agency Cost (£k)	75	98	48	47	64	106	97	55	99	79	89	90
Sickness (% in month)	5.4%	5.0%	4.9%	4.7%	4.8%	4.7%	5.2%	6.1%	4.6%	5.3%	4.7%	3.3%
Sickness (days/year/fte)	12.7	12.4	12.5	12.3	12.5	12.2	12.0	12.1	12.6	12.6	13.1	13.0
Turnover (annualised)	10.2%	9.8%	9.9%	10.8%	10.9%	10.6%	11.0%	12.7%	11.5%	12.5%	14.0%	12.2%

Performance Management update

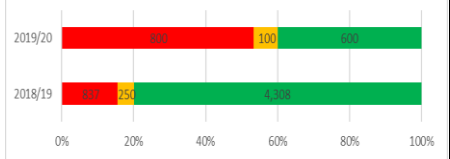
During the last quarter there have been improvements in the following metrics; delayed transfers of care, safeguarding outcomes met, reablement clients at home after 91 days, affordable house builds and temporary accommodation usage.

Measures shown in table to the right in italics, are cumulative measures.

Service User Numbers



Savings



* Measures identified in italics in the indicator section are cumulative measures

Indicators

Measure	Target	Latest	Period	Trend
<i>Permanent admissions - U65</i>	15	11.9	Dec	
<i>Permanent admissions - 65+</i>	550	471.6	Dec	
<i>Social Care Delayed Transfer Days</i>	124	282	Nov	
<i>Reablement - 91 days after discharge</i>	80%	71%	Dec	
<i>Safeguarding - outcomes met</i>	80%	74%	Dec	
<i>Direct Payment recipients</i>	40%	37%	Dec	
<i>Reviews undertaken</i>	80%	47%	Dec	
<i>Affordable housing units delivered</i>	200	112	Dec	
<i>Households in temporary accommodation</i>	45	38	Dec	
<i>NHS Health checks</i>	60%	37%	Dec	

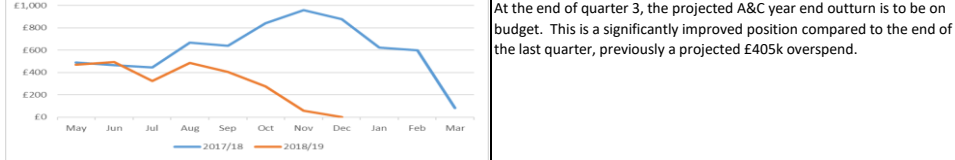
Risk Management

Risk	Original L I Risk	Mitigation	Residual L I Risk
Demographic Pressures, resulting in increased costs to the council, and will impact timely access to services	4 4 16	MTFS in place, proposing balanced budget until March 2020, with planned savings due to mitigate known increases.	4 3 12
Market Workforce Economy - current limited capacity within the social care workforce placing further pressure on capacity	5 5 25	Market workforce project, working with providers to support their business development	4 4 16
DOLS Capacity - national and local capacity issues increase the risk of the council's ability to meet statutory timescales	4 5 20	Adherence with ADASS guidance. Staff Training, additional legal support, constant re-evaluation of prioritisation. BIA training programme	3 4 12
Future of ASC Funding - uncertainty and current unsustainability regarding the future of ASC funding	3 5 15	Short term mitigations in place via MTFS, however longer term risk remains. Monitoring national consultation and engaging where possible	3 4 12
A limited shared vision on the operation implications for One Herefordshire; results in challenges in areas such as the BCF and "cost-shunting"	5 5 25	Approved BCF between CCG and the local authority. Ongoing negotiations and monitoring through the BCF partnership board and Joint Commissioning Board.	3 3 9
Market Capacity, due to numerous pressures, social care provision within Herefordshire becomes limited. This will result in delayed provision and increasing costs. This is particularly true of Nursing Care	5 5 25	Redesign of block contract beds to increase nursing capacity. Further strategic analysis work underway to review feasibility of council controlled care capacity complex/dementia care. Waverley and Hillside developments	4 4 16
DTOC numbers will continue to increase, and bring about national scrutiny, if we are unable to improve our urgent care response including; improving the HomeFirst capacity and the responsiveness of our market	5 5 25	Significant focus on this area. A range of pilots in the market, as well as working with providers re: annual fee uplift. Daily scrutiny of clients pending discharge. Dedicated local practitioners in place. Reinigorated escalation process with WVT senior manager and AWB HoS.	5 5 25

Programme

Project or Programme Name	Gateway	RAG Status
Discharge to Assess (DZA) - Pathway 3	Planning and Design	None
Integrated Community Capacity Function	Planning and Design	None
Adult Social Care recovery of debts: Process Development	Planning and Design	On Target
Trusted Assessor	Planning and Design	On Target
Redesign of Waverley House	Planning and Design	On Target
Hillside Development	Planning and Design	On Target
Development of a joint Quality Assurance Framework (Herefordshire CCG and Council)	Delivery	On Target
Care Workforce Development	Delivery	On Target
Healthy Living Network Herefordshire	Delivery	On Target
Development of Direct Payment policies and processes.	Delivery	None

Finance



At the end of quarter 3, the projected A&C year end outturn is to be on budget. This is a significantly improved position compared to the end of the last quarter, previously a projected £405k overspend.

Outturn Detail

	Gross Budget	Net Budget	Full Year Outturn	Full Year Variance	Movement since September
	£0	£0	£0	£0	£0
Learning Disabilities	22,074	18,792	19,196	404	-423
Memory & Cognition	2,516	1,908	2,216	308	-41
Mental Health	4,757	4,065	3,446	-619	-195
Physical Disabilities	30,985	22,534	22,546	12	-159
Sensory Support	506	401	401	0	3
Client Subtotal	60,818	47,700	47,805	105	-815
Care Operations and Commissioning	7,679	7,604	7,253	-351	-79
Commissioned Services	4,388	3,016	3,175	159	195
Transformation and Improvement	1,391	1,391	1,335	-56	39
Prevention and Wellbeing	3,425	2,440	2,530	90	-55
Director and Management	90	-10,165	-10,112	53	310
Public Health	9,341	30	30	0	0
Non Client Subtotal	26,314	4,316	4,211	-105	410
Adults and Wellbeing	87,132	52,016	52,016	0	-405