

Adult Social Care & Health Overview & Scrutiny Committee

27th April 2022

Council Plan 2020-2025 Quarterly Progress Report: Period under review: 1st April 2021 to 31st December 2021

Recommendation

That the Overview and Scrutiny Committee:

- (i) Consider progress on the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

1. Introduction

- 1.1. The Council Plan Quarter 3 Performance Progress Report for the period 1st April 2021 to 31st December 2021 was considered and approved by Cabinet on 17th February 2022. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same Cabinet meeting.
- 1.2. This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.
- 1.3. Comprehensive performance reporting is now enabled through the following link to Power BI [OSC 2021/22 Performance Report](#).

2. Council Plan 2020 - 2025: Strategic Context and Performance Commentary

2.1 The Council Plan 2020 – 2025 aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Delivery of the outcomes is supported by **WCC making the best use of its resources.**

Progress to achieve these outcomes is assessed against 54 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 3
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	25
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	8
WCC making the best use of its resources	14	13

2.2 Some KBMs were suspended from reporting as inspection and reporting regimes were halted due to the Covid-19 pandemic. The following remains paused as data restrictions still apply:

- % of placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission.

Care Quality Commission (CQC) have advised that they are changing their inspection practice to be more intelligence led. They will only be visiting homes where there are concerns / significant intelligence and therefore ratings will potentially only decline.

2.3 Overall, the Council continues to maintain its robust performance across the board in the face of increased and changing demand, due to the ongoing and varying degree of impact of the Covid-19 pandemic resulting in significant changes in how services are delivered. Despite some restrictions being reintroduced Council Services are continuing to provide support to communities most in need but are now focusing more resource on their core work and less on specific Covid response, which is now being reflected in KBM performance.

2.4 Of the 54 KBMs, 12 are in the remit of this Overview and Scrutiny Committee and at Quarter 3, 11 KBMs are available for reporting as 1 is paused at this time, 73% (8) are On Track and 27% (3) are Not on Track. Table 1 below summarises KBM status at Quarter 3 by agreed Outcomes.

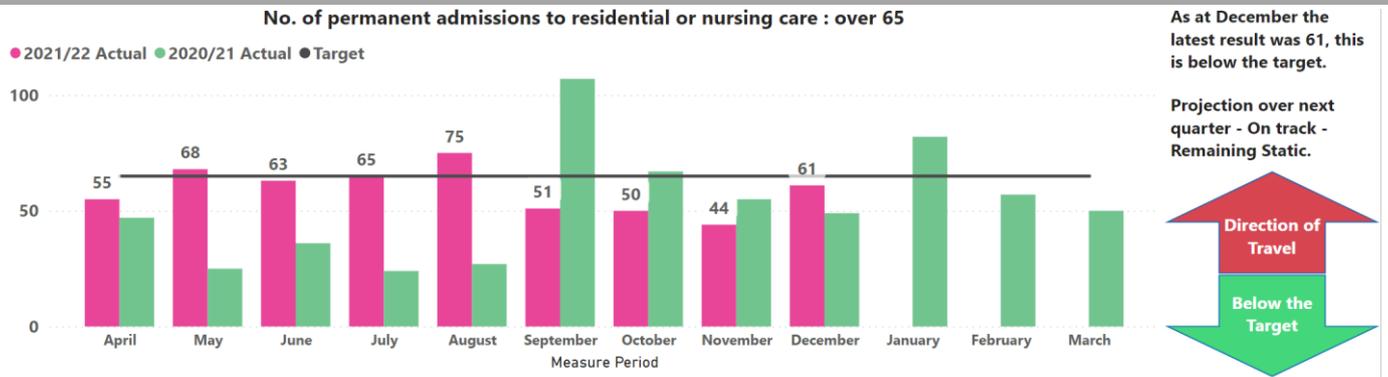
Outcome	Current Status	Number of measures
Warwickshire's communities and individuals are supported to be safe, healthy and independent	On Track	7
	Not on Track	3
	Not Applicable	1
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	On Track	1
	Not on Track	0
	Not Applicable	0
WCC making the best use of its resources	On Track	0
	Not on Track	0
	Not Applicable	0

Table 1

2.5 Of the 73% (8) KBMs which are On Track, there are 3 of note which are detailed in Table 2 below:

Warwickshire's communities and individuals are supported to be safe, healthy and independent

Number of permanent admissions to residential or nursing care: over 65



Current Performance:

The number of permanent admissions to residential and nursing care for customers over 65 is still below target.

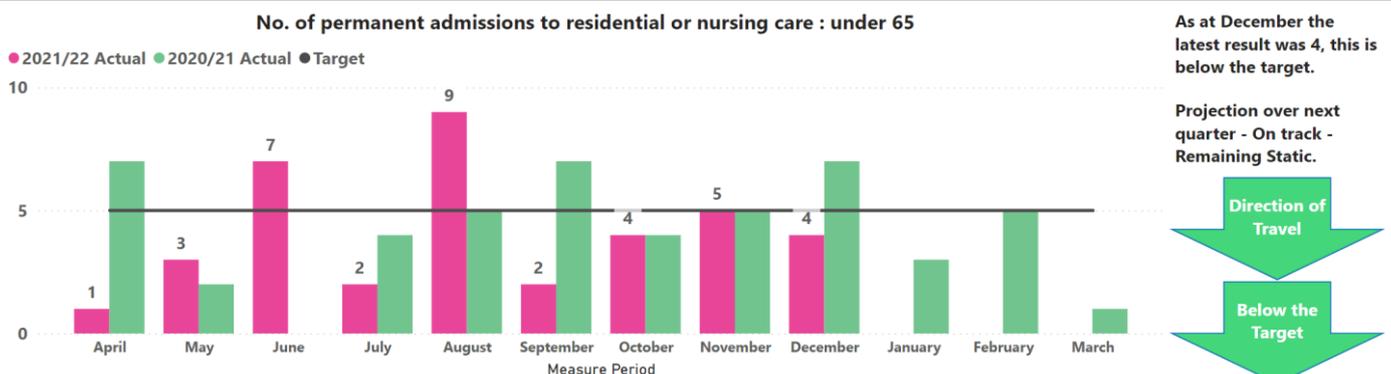
Improvement Activity:

Continue to monitor as the response to the pandemic changes. Direct Payments are being offered. Alternative care bridging arrangements are considered and utilised if available and Live in Care support is being commissioned to enable customers to remain at home and facilitate discharge.

Explanation of the projection trajectory: On Track – Remaining Static

The possible reasons for the increase in December 2021 might be the pressure on hospitals and the need to discharge customers and the current domiciliary care market. Some customers are being discharged to residential and nursing beds as there is no domiciliary care in order to return home. Some customers are having to go into residential and nursing placements from the community as there is no domiciliary care for them to remain safely in the community. The trajectory is based on performance and trend.

Number of permanent admissions to residential or nursing care: under 65



Current Performance:

Overall admissions is below trajectory and continue to meet service aims to reduce the number of people under 65 who are living in residential care

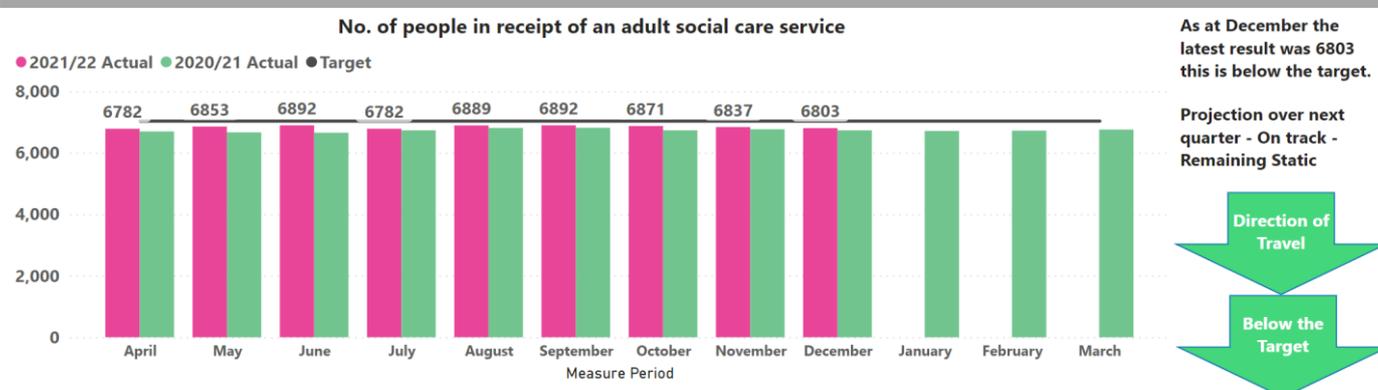
Improvement Activity:

To continue to consider and offer alternatives to residential care: either specialised housing with care or supported living.

Explanation of the projection trajectory: On Track – Remaining Static

Alternatives to residential care in the form of specialised housing or supported living to continue to be offered.

No. of people in receipt of an adult social care service



Current Performance:

The numbers of people receiving support is remaining stable and is within the expected range.

Improvement Activity:

Not required.

Explanation of the projection trajectory: On Track – Remaining Static

The number of people receiving support is expected to remain stable in the short to medium term.

Table 2

2.6 At Quarter 3 position, the 17% (3) measures reporting as Not on Track do not require escalating in this report, however, the associated commentary and improvement activity for all reporting measures is available as part of the [OSC 2021/22 Performance Report](#).

2.7 Table 3 below illustrates the considered forecast performance projection over the forthcoming reporting period.

	On Track			Not on Track			Not Applicable
	Improving	Remaining Static	Declining	Improving	Remaining Static	Declining	
Warwickshire's communities and individuals are supported to be safe, healthy and independent	0	7	0	0	3	0	0
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	0	1	0	0	0	0	0
WCC making the best use of its resources	0	0	0	0	0	0	0

Table 4

It is forecast that over the next period of Quarter 4 2021/22, 8 KBMs will remain static with a status of On Track.

All 3 of the KBMs that are Not on Track, are projected to remain static over the forthcoming period:

- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG) - there has already been a discharge at the start of Quarter 4, so there are currently 11 CCG inpatients for Warwickshire. There are two additional inpatients who are likely to be discharged during Quarter 4. The final actual number of inpatients at the end of Quarter 4 will depend on the effectiveness of the admission avoidance activities described above and the impact of Covid-19, but is likely to be around the Warwickshire target of 10 or slightly above;
- No. of People assisted to live independently through provision of Social Care equipment - Quarter 4 is likely to be consistent with previous Quarters in the face of the challenges set out above further exacerbated due to winter pressures and Covid-19 variants. Commissioners and practitioners will continue to work with the provider, ensuring risks are mitigated and managed; and,
- % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates).

2.8 The Pandemic continues to impact on a proportion of these measures leading to delays in programmes of activity and both additional and frequently changing service demands. Improvement activity is in place to improve performance across all measures, and this is under constant review to ensure it is robust. Full context on all measures is provided in the [Power BI report](#)

2.9 The Council is developing a new performance management framework alongside the Council Plan refresh, which aims to provide a sharpened focus on performance and trajectory and will better support delivery of the Organisation's new priorities as outlined in the refreshed Council Plan. A Members Working Group (MWG) has been supporting the development of the new Framework and Cabinet will receive a full report, including the recommendations from the MWG and the full proposed Performance Management Framework, in March.

3. Financial Commentary

3.1. Revenue Budget

The Council has set the following performance threshold in relation to revenue spend as zero overspend and no more than a 2% underspend. The following Table X shows the forecast position for the Services concerned.

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Variation as a % of budget	Change from Q2 forecast	Represented by:				Remaining service variance as a % of budget	Remaining Service Change from Q2 forecast
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	%	£m	
Adult Social Care	159.399	163.086	3.687	2.31%	0.042	(0.023)	0	3.590	0.120	0.08%	0.165
Strategic Commissioner for People	35.767	41.347	5.580	15.60%	1.615	(0.264)	(1.454)	7.898	(0.600)	(1.68%)	(0.085)
Total	195.166	204.433	9.267	4.75%	1.657	(0.287)	(1.454)	11.488	(0.480)	(1.60%)	0.080

3.1.1. **Adult Social Care** reported a forecast overspend of £3.687m including £3.590m Covid pressures at the end of Quarter 3. The Covid related pressures are:

- £3.490m Enhanced hospital discharge activity which is funded from the Covid Hospital Discharge Grant.
- £0.100m Financial support to providers funded from Covid grant income.

After taking account of the impact of Covid of Investment Funds, a minor £0.023m in year underspend on an investment funded project, there is an underlying service overspend of £0.120m, which represents an increase in expenditure of £0.165m since Q2.

3.1.2. **Strategic Commissioner for People** reported a forecast overspend of £5.580m including £7.898m of Covid pressures at the end of Quarter 3.

The impact of Covid-19 on the forecasts amounts to £7.898m and at a high level relates to:

- £6.902m Covid related activity funded from the Contain Outbreak Management Fund
- £0.958m Covid related activity funded from the Test and Trace Grant
- £0.038m Covid related staffing costs funded from other Covid income.

Investment funded Creative Health and Tackling Family Poverty projects have been delayed due to covid and approval processes, leading to the in year underspend of £0.264m, funding will be required in future years.

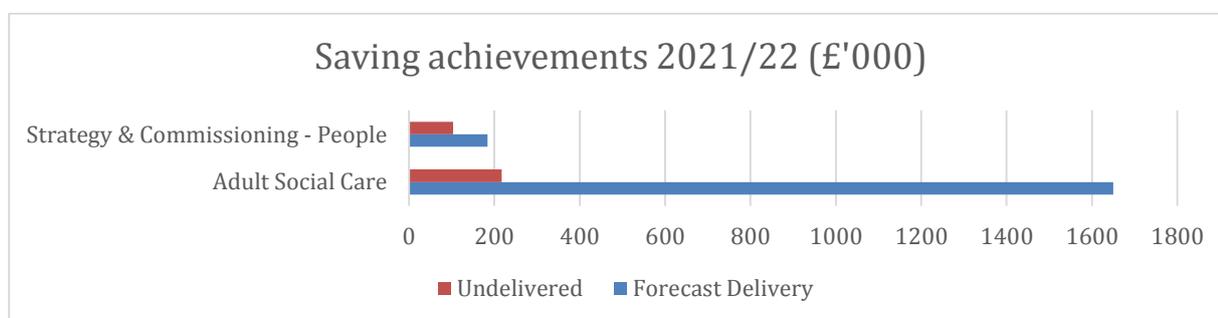
The forecast to transfer of £1.454m expected into earmark reserves primarily relates to a £0.927m underspend on Domestic Abuse Safe Accommodation which is funded from the MHCLG grant for the new statutory duty, service is continuing to progress market testing and

service scoping. There is £0.223m representing income from the Community Discharge and Integrated Commissioning for Learning Disabilities and Autism, spending plans are developed.

After taking account of Covid costs of £7.898m; the underspend of £0.264m on investment funded projects and a net transfer to earmarked reserves of £1.454m, there is a remaining service underspend of £0.600m, which represents a marginal decrease in costs of £0.085 since Q2.

3.2. Delivery of the Savings Plan

3.2.1. The savings targets and forecast outturn for the Services are shown below:



3.2.2. **Adult Social Care** saving target of £1.867m and consists of 6 schemes of which 5 forecast to be achieved with £217k shortfall relating to one saving plan. The shortfall is planned to be mitigated by underspends in the wider service area.

3.2.3. **Strategic Commissioning for People** saving target of £0.287m is expected to fully deliver two out of three saving plans for the year, with £103k shortfall on the savings plan to review services purchased from third parties. The shortfall is planned to be mitigated by underspends in the wider service area.

3.3. Capital Programme

3.3.1. The table below shows the approved capital budget for the Services, new schemes and any delay into future years.

Service	Approved	New projects in year	Budget Reprofile	Net over / underspend	Total capital programme	Delays	Forecast In year capital spend	Delays %
	2021-22							
	capital							
	programme							
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Adult Social Care	313	0	0	0	313	0	313	0%
Strategic Commissioning & Public Health	5,295	0	0	0	5,295	0	5,295	0%

The current economic situation, both nationally and internationally post Covid-19, is likely to have an impact on the delivery of the capital programme in the short to medium term. Inflation, material shortages and supply chain issues are creating uncertainty and a challenging delivery environment.

4. Risk Management

4.1 Strategic risks were updated and assessed by Corporate Board in January 2022. Those strategic risks that align to the Committee's remit and Council Plan priority areas are reported at in the Appendix, along with mitigation strategies and an indication of the direction of travel for each risk.

4.2 Strategic areas of risk that are assessed as high (red rating) or with increasing levels of residual risk due to a challenging external environment include:

- The risk that inequalities, which were compounded by the Pandemic across a range of social, economic, education and well-being indicators, are sustained with cost-of-living increases, despite targeted catch up activity in schools, social care, community health & well-being and support for businesses.
- Risks associated with continued uncertainty about key policy, economic and funding forecasts affecting our underlying financial planning assumptions in the medium and longer term.

4.3 All Q3 service risk registers were updated by Assistant Directors and service risk owners in January. The highest rated risks and movements in risk levels are then reported to respective Directorate Leadership Teams for senior leader oversight and assurance on mitigation actions. Directorate level risk reporting will continue to evolve in 2022/23, making use of Power BI to report aggregated risk and provide a facility to drill down to risk register information. There are cross cutting strategic risk themes identified from service risk registers which also impact on Adult Social Care and Public Health, most significantly;

- The sustained risk of inflationary pressures alongside sustained levels of high demand for services, putting pressure on direct costs, service budgets, service continuity and affordability; and
- Workforce resilience and impact on service capacity and individual well-being, particularly in customer contact roles.

5. Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on the 17th February is available via the committee system.

6. Environmental Implications

None specific to this report.

7. Background Papers

None

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