

Adult Social Care and Health Overview & Scrutiny Committee

22nd June 2022

Council Plan 2020-2025 Quarterly Progress Report: Period under review: 1st April 2021 to 31st March 2022

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 year end Performance Progress Report for the period 1st April 2021 to 31st March 2022 was considered and approved by Cabinet on 16th June 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 This report provides commentary on year end performance for 2021/2022 and is the last report against the Council Plan 2020-2025. Future performance reporting will be based on the new Council Plan 2022-2027.
- 2.2 At its meeting of the 10th March 2022, Cabinet approved the implementation of a new Performance Management Framework effective from 1st April 2022, which will provide a sharpened focus on performance and trajectory and will support delivery of the Council's new priorities and Areas of Focus in the Council Plan 2022-2027. Power BI will continue to be utilised as the full reporting tool for this new framework.
- 2.3 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 two 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 year end
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	14

2.4 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.

2.5 Of the 54 KBMs, 12 are in the remit of this Overview and Scrutiny Committee and at year end, 11 KBMs are available for reporting as 1 is paused at this time:

82% (9) are On Track
 18% (2) are Not on Track.

This is an improvement on Quarter 3 when:

73% (8) were On Track
 27% (3) were Not on Track.

Overall, since Quarter 3 performance has improved.

The status of 1 KBMs has improved from Not on Track to On Track:

- No. of People assisted to live independently through provision of Social Care equipment.

Table 1 below summarises KBM status at the year end position by agreed Outcomes. The terms “On Track” and “Not on Track” are used to denote whether measures have achieved targets for the year, or where ongoing performance trajectory is in the desired direction.

Outcome	Current Status	Number of measures
Warwickshire’s communities and individuals are supported to be safe, healthy and independent	On Track	8
	Not on Track	2
	Not Applicable	1
	On Track	1

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	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

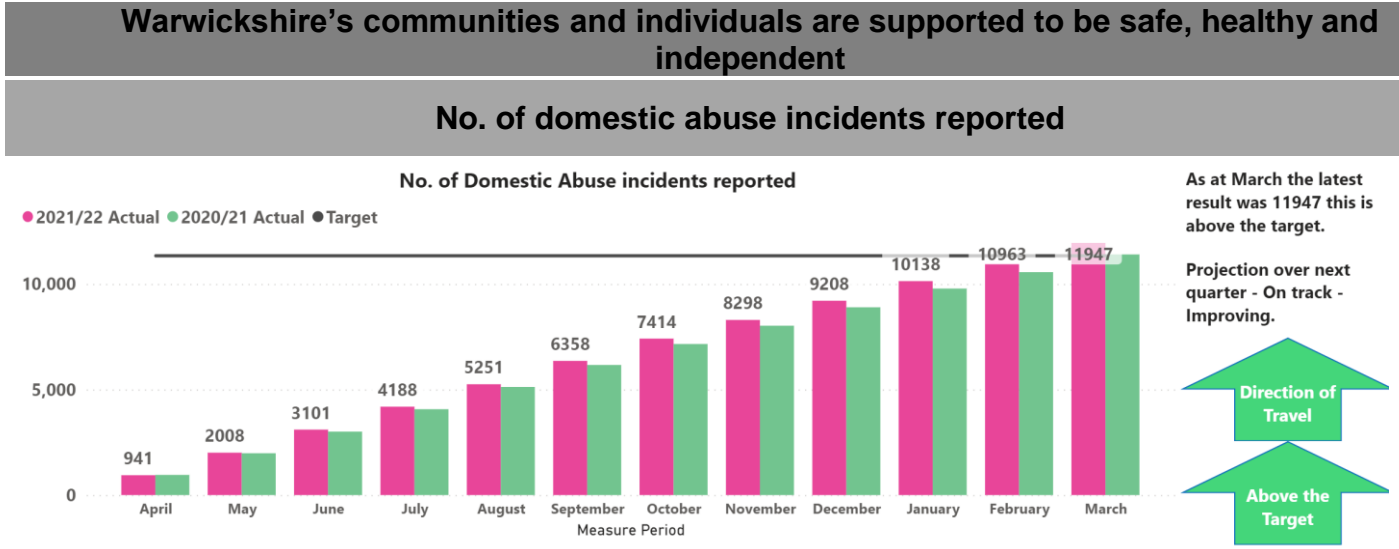
Table 1

2.6 Table 2 below is a summary of performance, taken from the Power Bi report , for all measures under the remit of this OSC.

Measure	Latest Result	Direction of Travel	Target
% of people open to Adult Social Care over the age of 80 receiving care at home	61%	▲	Above +
No. of Domestic Abuse incidents reported (KBM)	11947	▲	Above +
No. of People assisted to live independently through provision of Social Care equipment (includes children) (KBM)	1515	▲	In Line
No. of people with a learning disability or autism in an inpatient unit commissioned by the CCG (KBM)	14	▲	Above -
No. of permanent admissions to residential or nursing care: under 65	3	▲	Below +
No. of permanent admissions to residential or nursing care: over 65	41	▼	Below +
Suicide rate (Persons) per 100,000	9.20	▼	Below +
% of carers in receipt of Self Directed Support on the final day of the reporting period	100%	↔	In Line
% of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates) (KBM)	16%	↔	Below -
No. of people in receipt of an Adult Social Care Service	6813	↔	Below +
No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through Business failure KBM)	0	↔	In Line
% of residential placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission (KBM)		N/A	N/A

Table 2

2.7 Of the 82% (9) KBMs which are On Track, the following one is of note, as detailed in Table 3 below:



Current Performance:

WCC introduced a key business measure to monitor the number of incidents of Domestic Abuse (DA) being reported to the Police, with an aim of increasing this year on year. This was informed by a recognition of the need to improve historic under-reporting of domestic abuse. The number of incidents that have been reported during 2021-2022 has increased by 5% from the 2020-21 baseline. The target of increasing the number of DA incidents reported to the Police has been achieved, furthermore an increase in incidents reported has been seen in all five districts / boroughs.

Improvement Activity:

The Warwickshire Violence against Women & Girls (VAWG) Board remain committed to increasing disclosures and reporting of domestic abuse. A comprehensive Warwickshire DA Communications plan continues to be delivered. Activity currently underway includes: Live adverts on Global Radio raising awareness of domestic abuse and the Warwickshire Domestic Violence and Abuse Service, new posters are being printed and distributed across the county, posters are on the side of Warwickshire buses, further investment from the Domestic Abuse Act Additional Burdens Funds has been made to outreach work and additional DA training has been commissioned to further improve the response to multi-agency professionals of DA.

Explanation of the projection trajectory: On Track – Improving

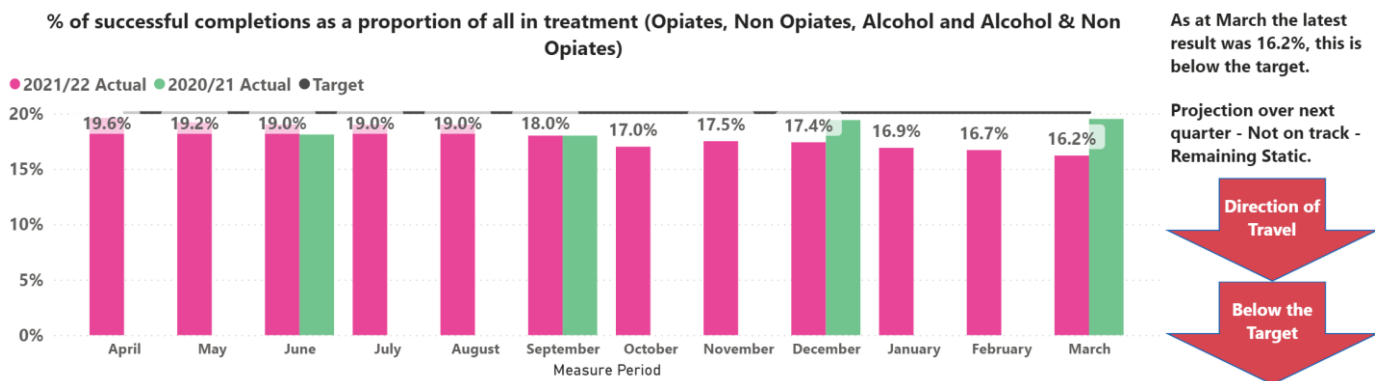
During the last 12 months Warwickshire VAWG partners, led by WCC has developed and delivered a range of activities to increase awareness of DA and support available, this has been available to the public and professionals. For 2022-23 the aim will be to further increase the number of DA incidents reported to the Police.

Table 3

2.8 At the year end position, of the 18% (2) measures reporting as Not on Track, the following one requires escalating in this report, as detailed in Table 4 below:

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

% of successful completions as a proportion of all in treatment (opiates, non-opiates, alcohol and alcohol and non-opiates)



Current Performance:

The national data that supports the performance dashboard is provided quarterly via the National Drug Treatment Management System (NDTMS). The provider for Adult Drug and Alcohol Services has been providing monthly data in kind to support the monitoring of this measure. For both the provider and the NDTMS, the data is always a month in arrears.

There has been a decline of number of successful completions due to the fact the data is recorded on a 12 month rolling period and the Covid pandemic. The number of clients entering treatment increased during the pandemic. Clients were being retained in treatment services for longer than usual periods to ensure they were safe and reduce the possibility of relapse.

During the last 12 months the numbers of clients entering treatment has increased, resulting in higher caseloads. Covid restrictions had an impact on service provision however, as restrictions are lifting, normal services are slowly resuming e.g., group work, face to face, ambulatory detox. Therefore, it is expected that the number of completions will begin to increase over the next couple quarters and improvements will be realised.

It is important to recognise that this indicator includes a cohort of people completing treatment in its entirety, however, these are broken down to different substances during performance monitoring. The number of completions for those on opiates achieved the target in Quarter 4 - for non-opiates 45/49 – almost on target.

The area of concern is the completions around alcohol – Quarter 4 data shows 218/267 completions achieved. The number of clients re-presenting to services is low and better than the national average (which could be due to holding clients in treatment longer over the Covid period).

An action plan is currently in place with the provider to monitor the successful completions around alcohol and a number of actions are currently being undertaken by the provider to address this and will be monitored monthly.

Improvement Activity:

Bi-weekly meetings with the provider.

Explanation of the projection trajectory: Not On Track – Remaining Static

Projection is based on previous performance and improvement activity.

Table 4

2.8 Table 5 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	1	7	0	0	2	0	1
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 5

It is forecast that over the next period of Quarter 1 2022/23, 8 KBMs will remain static with a status of On Track. The one KBM which is projected to improve further is No. of domestic abuse incidents reported, as detailed in paragraph 2.5, table 2.

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

- % of successful completions as a proportion of all in treatment (opiates, non-opiates, alcohol and alcohol and non-opiates) – as detailed in paragraph 2.6, table 3;
- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG) - The number of Warwickshire inpatients in beds commissioned by the Clinical Commissioning Group (CCG) increased by 2 in Quarter 3. There were three Warwickshire adults admitted to CCG funded beds, and one Warwickshire adult discharged to the community. 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.

2.9 Activity is in place to improve performance across all measures, and this is under constant review to ensure it is robust and effective. Full context on all KBMs within the Framework is provided in the Power Bi [2021/22 Cabinet Performance report](#).

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 5 shows the 2021/22 out-turn position for the Services concerned.

Table 5

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Variation as a % of budget	Change from Q3 forecast	Represented by:				Remaining service variance as a % of budget	Remaining Service: Change from Q3 forecast
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	£m	%	£m
Adult Social Care	159.793	155.225	(4.568)	(2.90%)	(8.255)	(0.073)	(3.026)	3.14	(4.609)	(3.00%)	(4.729)
Strategic Commissioner for People	35.857	36.327	0.47	1.30%	(5.11)	(0.383)	(2.725)	4.97	(1.392)	(3.80%)	(0.792)
Total	195.65	191.552	(4.098)	(1.60%)	(13.365)	(0.456)	(5.751)	8.11	(6.001)	(6.80%)	(5.521)

3.1.1. **Adult Social Care** ended the 2021/22 financial year with an underspend of £4.568m, equivalent to 2.9% of its net revenue budget for the year. If we exclude the impact of Covid (fully funded from grants) and the movements in earmarked reserves the remaining service underspend is £4.609m. This is £4.729m different from the Q3 forecast with the key reasons being:

- £1.823m increase in client contributions particularly in Older People Services where the proportion of income in relation to expenditure increased above that indicated by historic trend data
- £0.598m reduction in Mental Health forecast due to lower than anticipated demand growth in the last quarter
- £0.587m reduced net cost of Disabilities direct payments due to Covid restrictions impacting on the ability to spend and receive care via direct payments
- £0.377m windfall following settlement of longstanding Continuing Health Care negotiations.

The Covid-19 pandemic disrupted normal expenditure trends in the Service. Taking a partnership approach, we maintained and strengthened the health and care system in Warwickshire to support people leaving hospital who still required care services. This enabled us to utilise the Hospital Discharge Grant and other temporary NHS resources during the year. As a result, the current year non-covid underspend of £4.609m should not be treated as an indication of the ongoing position. As a comparison, in 2019/20, the last full financial year before Covid adult social care underspent the approved budget by £0.610m or just 0.4%.

3.1.2. **Strategic Commissioner for People** ended the 2021/22 financial year with an overspend of £0.470m, representing 1.3% of the Service's revenue budget for the year. If we exclude the impact of Covid (fully funded from grants) and the movements in earmarked reserves the remaining service variance is an underspend of £1.392m. This is £0.792m different from the Q3 forecast. The increased underspend since Q3 is predominantly due to:

- £0.360m in relation to Domestic Abuse additional income, some of which has been received late in the financial year.
- £0.288m staffing and staff related underspends particularly due to turnover in Public Health.
- £0.165m further reduced activity in relation to sexual health out of area, GP and pharmacy costs (unrelated to the integrated sexual health contract).

The Service spent £4.970m on Covid pressures and recovery projects as below:

- £1.107m Improving Mental Health Covid recovery project
- £1.064m Public Health increased staffing capacity funded from Test & Trace Grant
- £0.884m Controlling hyper local covid outbreaks
- £0.517m Supporting high risk workplaces
- £0.464m Support for Covid impacted contract delivery

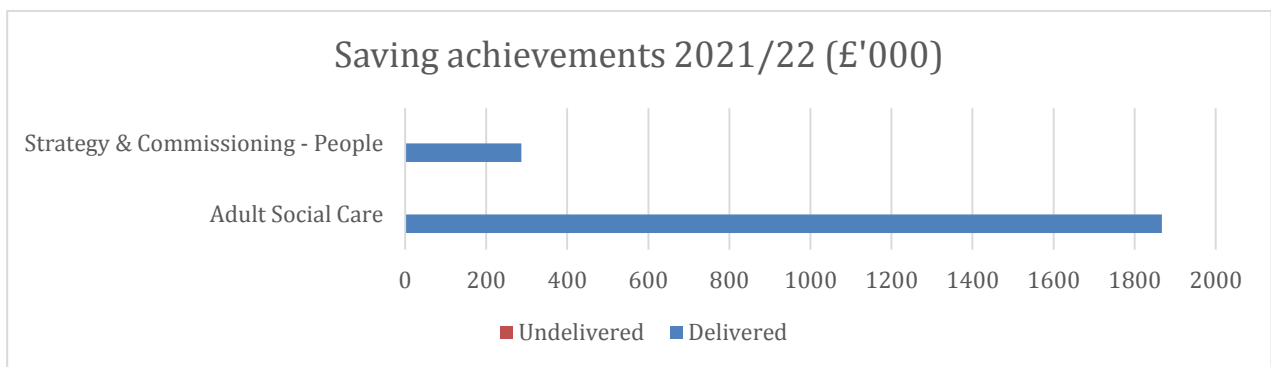
- £0.935m across twelve other approved areas of covid spend including reducing the impact of Covid on BAME communities, nursing outreach and support to the homeless and suicide prevention

Covid spend reduced from £5.748m forecast at Q3 to £4.970m at outturn predominantly due to a reduction from £0.750m to £0.019m expenditure on school air quality and ventilation improvements as this work will be done in the summer holidays to limit the disruption to staff and pupils.

Investment funded Creative Health and Tackling Inequalities projects have been delayed due to Covid and approval processes, leading to the in year underspend of £0.383m.

3.2. Delivery of the Savings Plan

3.2.1. The savings targets and 2021/22 outturn position for the Services are shown below:



3.2.2. Both services delivered 100% of their savings in 2021/22 with Adult Social Care achieved £1.867m and Strategic Commissioning for People achieved £0.287m. The high level of savings achieved is a positive outcome and contributes to a stable financial position.

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.

Table 6

Service	Approved	New projects in year	Budget Reprofile	Net over / underspend	Total capital programme	Delays	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	-313	0	100%
Strategic Commissioning & Public Health	5,295	0	0	0	5,295	-44	5,251	1%

Adult Social Care - £0.313 million delay caused by delays in projects coming forward for extra care housing. The original plans for this funding are no longer viable and therefore the future of the project is to be reviewed in 2022-23.

Strategic Commissioning for People & Public Health - £0.044 million delay caused by delays in projects coming forward for social care modernisation funding.

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 Risks were reviewed during the year at a corporate level and at a service level, with directorate leadership teams reviewing significant service risks within each directorate. Risk management activity includes consideration of mitigating actions.
- 4.2 Two strategic areas of risk relating specifically to adult social care were assessed as high risk (red rating) as at March 2022:
 - 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. Actions mitigating this risk included the public health covid outbreak plan, and the People Strategy and Commissioning Plans 2020-2022.
 - The risk of continued disruption to care markets driven by inflation, increasing demand, and legislative changes. Actions mitigating this risk include an integrated approach to commissioning providing flexibility to respond to pressure points and market engagement activity.
- 4.3 In addition, a jointly owned strategic risk relevant to adult social care was rated as high risk at the year end:
 - The risk of sustained inflationary pressures and cost of living increases. There are a range of actions to mitigate this pressure for example delivering major infrastructure, digital connectivity and transport options, investment in the Warwickshire Recovery Investment Fund, and the integrated approach to medium term planning.
- 4.4 At service level 3 risks are identified at the year end as high risk relating to or closely associated with adult social care services:

- The risk of demand for services and market forces continuing to put pressure on services. Mitigation activities include programmes to manage demand and promote efficiencies, active market engagement, and reviewing programme activity.
- The risk of market failure and a lack of sustainability in the care market. Mitigating actions include mechanisms to assess the viability of providers, the use of market intelligence, market engagement, considering the fair cost of care, and joint working with health partners.
- The risk of ongoing Covid related responses absorbing public health capacity and impacting on capacity to deliver statutory and priority services. Mitigating actions include efficiencies driven by the Health and Wellbeing Strategy, promoting early intervention and co-production, and collaborative working with partner organisations.

5. Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on the 16^h June is available via the committee system.

6. Environmental Implications

None specific to this report.

7. Background Papers

None

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