

Adult Social Care Overview & Scrutiny Committee

21st September 2022

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2022/23

Period under review: April to June 2022

Recommendations

That the Committee considers and comments on Quarter 1 organisational performance and progress against the Integrated Delivery Plan.

1. Executive Summary

- 1.1 This report summarises the Council's performance at the end of the first quarter (April-June 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 1 Integrated Performance and Finance reports Cabinet considered on the 8th September. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary dashboard is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out, for the first time, a combined picture of the Council's delivery, performance, and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.6 The Council's overall performance remains strong, despite a volatile, uncertain, and high-risk external environment. There are 11 KBMs within the remit of this Committee, 9 are reportable at Quarter 1, 78% (7) KBMs are assessed as being On Track with performance being at an expected levels, and 22% (2) being Not on Track. Appendix 1 details performance for all measures within the Performance Management Framework. Detailed

measure-by-measure performance reporting is accessible through the [2022/23 Performance Report available at this link](#).

- 1.7 Performance is notable in the broad area of:
 - largely positive performance against the 'support people to live healthy, happy and independent lives' area of focus.
- 1.8 The report sets expected trajectories for performance, which it is important to recognise are considerably more volatile than usual as a result of external factors.
- 1.9 The position is also positive in terms of delivery of the 33 Adult Social Care actions set out in the Integrated Delivery Plan, with 88% being On Track and 6% Complete. Six per cent of actions are At Risk, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.10 A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.
- 1.11 One of the Councils 18 strategic risks relates to adult social care and health directly and currently has a red status (widening of social, health, and economic inequalities post pandemic), and two other red rated strategic risks relating to inflation and the cost of living, and the economy may impact on service provision and service demand. At service level two risks are rated red and have been higher than target for 3 quarters, those being the risk of care market failure and the risk of an ongoing impact on public health resources of responding to Covid-19.

2. Performance against the Performance Management Framework

- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.
- 2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Report](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable

measures will change each quarter as the framework considers the availability of new data.

- 2.5 This is the first quarter to benefit from a new automated process, delivered through PowerApps, to collect performance against the KBMs/KBIs. As the approach to integrated reporting continues to develop, automation will be applied more widely to collect other performance data such as the Integrated Delivery Plan.
- 2.6 Of the 9 KBMs which are being reported at Quarter 1, 7 (78%) are On Track and 2 (22%) Not on Track.
- 2.7 All 9 measures have a forecast projection from the responsible service for the forthcoming period. 8 measures are forecasting to be On Track at Quarter 2, of which 4 are forecast to improve, 3 to remain static over the next quarter and 1 to decline. 1 is forecast to be Not on Track and remaining static at the next reporting period.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the seven Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan in relation to ASC is included at Appendix 2. The majority of deliverables are On Track or complete (87%), with any exceptions covered in Appendix 2.
- 3.3 There are 224 actions within the Integrated Delivery Plan of which 33 are attributed to Adult Social Care.
- 3.4 Reporting on the Integrated Delivery Plan is not yet automated; Quarter 1 progress has been collated manually and therefore there is no Power BI dashboard for reporting. As outlined in the report to Cabinet in May, where the Integrated Delivery Plan was approved, this is a work in progress with colleagues in the Commissioning Support Unit and ICT enabling this. Discovery underway with ICT to explore high level solutions, however we are now gathering detailed requirements before progressing further. Learning from the manual exercise is being factored into these requirements.

4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 8th September 2022.

Metric	Target	Performance at Quarter 1 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	1.15% overspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	No Variance
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	No Variance

- 4.2 The revenue overspend reported at Quarter 1 is driven by Covid related cost and offset by Covid funding received from central government. Once this funding is taken into account the forecast position alters to £0.977m (0.44%) underspend.

5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks more directly related to adult and health services are currently rated as red (high risk):
- Widening of social, health, and economic inequalities post pandemic.
- 5.2 Mitigating actions are in place in respect of this risk via recovery plans, investment funds, additional mental health resources, and People Strategy and Commissioning Plans. It is noted that whilst pandemic risk drivers of inequalities may be reducing, the worsening economic situation has the potential to drive inequalities.
- 5.4 Other strategic risks rated red will also impact on adult social care and health services, in particular inflation and the cost of living, and the economy slowing or stalling which may impact on service provision and service demand.

5.5 At a Service level there are 15 risks recorded against services relating to Adult Social Care and public health services. Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. Risk targets have been recently introduced and this is the first quarter reporting on this risk target metric. To highlight the key risks a table of both red risks and risks above target is provided at Appendix 4, and the risks that are both red and above target are the most significant risks which are:

- Market Failure and lack of sustainability of the care market; and,
- If ongoing Covid-19 related response and recovery priorities for Public Health continue to absorb team resources, then other statutory and priority services can't be consistently fulfilled.

5.6 Mitigating actions are in place in relation to these risks, for example the use of a market viability framework, the use of market intelligence, market shaping, developing dashboards to highlight providers at risk, collaborative working across the Council and with partner organisations, reviews of public health priorities against available resources, enabling community and Voluntary and Community Sector (VCS) driven solutions, and involvement in the engagement with the Integrated Care Systems.

6. Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers:

Cabinet Report 8th September 2022

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence	vanessabelton@warwickshire.gov.uk
Assistant Director	Becky Hale, Assistant Director People Pete Sidgwick, Assistant Director Adult Social Care Dr Shade Agboola, Director of Public Health:	beckyhale@warwickshire.gov.uk petesidgwick@warwickshire.gov.uk shadeagboola@warwickshire.gov.uk
Strategic Director	Nigel Minns, Strategic Director for People Group	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Margaret Bell, Adult Social Care & Health	cllrbell@warwickshire.gov.uk