

Adult Social Care Overview & Scrutiny Committee

19th April 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 3 2022/23

Period under review: April to December 2022

Recommendations

That the Committee considers and comments on Quarter 3 organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at the end of the third quarter (April-December 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 3 Integrated Performance and Finance reports Cabinet considered on the 16th February. 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 table 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 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 for reporting until Year End. The format and content of these integrated performance reports continues to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan are under review in preparation for the 2023/24 reporting to begin.
- 1.6 Overall, the Council's performance has seen an improvement in performance compared with the Quarter 2 position and is now closer to the Quarter 1 position in terms of percentages, although assessed against significantly more reported KBMs. The encouraging position is in spite of the volatile, uncertain,

and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about a number of key policy areas. For the KBMs in the remit of this Committee performance has marginally improved in Quarter 3 from Quarter 2.

- 1.7 There are 10 KBMs within the remit of this Committee, 9 KBMs are available for reporting this Quarter and the following table indicates an assessment of performance, comparing Quarters 1, 2 and 3:

Quarter	On Track	Not on Track
1	78% (7)	22% (2)
2	75% (6)	25% (2)
3	89% (8)	11% (1)

- 1.8 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal accessible through this [link](#).

- 1.9 There are some key emerging themes highlighted by this report, including:
- Increasing demand being reported in services, specifically in the People Directorate and Business & Customer Services, such as the Local Welfare Scheme, Customer Service Centre, Brokerage and Family Support Workers; and
 - Capacity and workload issues are impacting delivery across the organisation. Through the YourSay survey and Big Conversations, workload has been highlighted by colleagues and forms a priority in terms of actions. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market are reflected within the commentary on the Integrated Delivery Plan and performance and in paragraph 4.6 of the Management of Human Resources section in the full Cabinet report. Given the significant and growing financial/ inflationary pressures, there is no easy solution to these strategic workforce issues, which are being actively considered by the HR Strategy team.

- 1.10 Notable aspects of positive performance for specific measures include:
- The number of providers that exit the care home, domiciliary care of Supported Living markets, in Warwickshire, through Business failure, which has consistently remained at 0 across a considerable time period; and
 - No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG), which has seen consistently decreasing figures over the last three Quarters.

- 1.11 The main performance challenge relates to:
- No. of carers in receipt of support on the final day of the reporting period, which has seen a steep decline this Quarter, however this can be attributed to additional support being provided by the Carer's Trust.

- 1.12 The report sets out services' projected performance trajectory, which takes into account the more volatile than usual environment as a result of external factors.
- 1.13 The position is also positive in terms of delivery of the 29 Adult Social Care actions set out in the Integrated Delivery Plan, with 80% being On Track and 3% Complete. Seventeen percent of actions are At Risk, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.14 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.
- 1.15 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.16 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.17 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. The reporting of performance will track and highlight these impacts on delivery and performance, and inform the basis of prioritising activity and resource allocation as we undertake the refresh of the Integrated Delivery Plan.

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. In addition to these, there are three further areas to support the Council to be known 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 which will include Levelling Up and the Cost of Living priorities and will be accessible by April 2023.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal.
- 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 Of the 9 KBMs which are being reported at Quarter 3, 8 (895%) are On Track and 1 (11%) is Not on Track.
- 2.6 All 9 measures have a forecast projection from the responsible service for the forthcoming quarter. The same 8 measures that are On Track at Quarter 3 are forecasting to be On Track at Year End, of which 1 is forecast to improve, and 7 to remain static. 1 KBM is forecast to remain as Not on Track at the next reporting period but with performance improving. The Service projections made at Quarter 2 for Quarter 3 were largely accurate so it is anticipated that the forecast Year End position made now will be accurate also.
- 2.7 8 KBMs were reported on at Quarter 2. It was forecast that 6 would be On Track at Quarter 3, with 2 Not On Track. Performance has materialised largely as expected, with one additional measure (number of people supported in residential or nursing care: over 65) showing as On Track despite a forecast for this measure to be Not On Track with declining performance. This is attributed to significantly reduced numbers seen in December 2022. The reasoning requires further monitoring but may be due to increased deaths during the winter period through seasonal illness and respiratory conditions.
- 2.8 As an agile approach is being taken to the new Performance Management Framework and the changes as agreed by Cabinet at Quarter 2 have been reflected at Quarter 3 and includes, for the remit of this Committee, the KBM % of people living in fuel poverty (low income, high-cost methodology) has been elevated to a Warwickshire Outcome Measure as the measure is being affected by many social, health, economic and environmental factors, including those that WCC can influence but does not have sole control over.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas against all 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 is included at Appendix 2. A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the remaining 205 actions within the Integrated Delivery Plan, 29 are attributable to the Adult Social Care OSC. The majority of deliverables are 23 (79%) are On Track, 1 (3%) Complete a further 5 (17%) activities are At Risk, with any exceptions covered in [Appendix 2](#).
- 3.4 Pending decisions and missing guidance around the National Social Care Reforms and Liberty Protection Scheme are resulting in slippage of delivery.

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 27th January 2023.

Metric	Target	Performance at Quarter 3 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	1.3% 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 3 is partially funded by earmarked reserve for the home-base therapy discharge service and partially from Covid grant income. Once these factors are taken into account the forecast position alters to £1.338m (0.70%) overspend.

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.
- 5.3 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.
- 5.4 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, a table illustrating this is provided at [Appendix 4](#). 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.
- 5.5 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 16th February 2023

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