

Adult Social Care Overview & Scrutiny Committee

28th June 2023

Council Plan 2022-2027 Integrated Performance Report Year End 2022/23

Period under review: April 2022 to March 2023

Recommendations

That the Committee considers and comments on Year End 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 Year End (April 2022 – March 2023) 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 Year End Integrated Performance and Finance reports Cabinet considered on the 15th June. 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 1a. Summary performance for the Warwickshire Outcome Measures is contained within Appendix 1b and changes to the PMF are outlined in the Appendix 1c.
- 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 continue to embed the new approach and performance framework. The format and content of these integrated performance reports has continued to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan have recently been reviewed in preparation for the 2023/24 reporting period.
- 1.6 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables

Overview and Scrutiny Committees the opportunity to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the Performance Portal in Power Bi to further monitor performance on an ongoing basis.

1.7 Overall, for the Council’s performance at Year End, with 10 more annual measures being reported, there has been a consistently strong performance delivered against the PMF. This is an encouraging position considering the continuing 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 national policy areas.

1.8 There are 10 KBMs within the remit of this Committee, and all 10 KBMs are available for reporting this Quarter. The following table indicates an assessment of performance, comparing Quarters 1, 2, 3 and 4:

Quarter	On Track	Not on Track
1	78% (7)	22% (2)
2	75% (6)	25% (2)
3	89% (8)	11% (1)
Year End	70% (7)	30% (3)

1.9 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](#).

1.10 There are some key emerging themes highlighted by this report, including:

- Previously capacity and workload issues are impacting delivery across the organisation. Staff feedback has highlighted the issue, which is a high priority. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market have been highlighted previously and although overall there has been some improvement at Year End there remain issues within specific service teams for example, for Children’s & Families. Other services have specific challenges such as, absence in Social Care. The Our People Strategy year 3 priorities have identified 5 key priority areas for action, recruitment and retention, pay and reward, strategic workforce planning, equality diversity and inclusion and engagement, which will be progressed through the year.

1.11 Notable aspects of positive performance for specific measures include:

- The % of people open to Adult Social Care with eligible needs living in the community with support under the age of 65, which has remained in line with the target figure and means more people are supported to live in community settings and avoiding residential care.

- 1.12 The main performance challenge relates to:
- No. of carers in receipt of support on the final day of the reporting period, which has remained below target, however this can be attributed to additional support being provided by the Carer's Trust.
- 1.13 The report sets out services' projected performance trajectory, which takes into account the more volatile than usual environment as a result of external factors.
- 1.14 The position is also positive in terms of delivery of the 30 Adult Social Care actions set out in the Integrated Delivery Plan, with 80% being On Track and 20% Complete.
- 1.15 One of the Council's 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.
- 1.16 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.
- 1.17 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.
- 1.18 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. Our reporting will track and highlight these impacts on delivery and performance. Our analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the Performance Management Framework.

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 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. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.3 Of the 10 KBMs which are being reported at Year End, 7 (70%) are On Track and 3 (30%) are Not on Track.
- 2.4 Overall Direction of Travel for the KBMs, where there is sufficient data, shows that performance to date has been mixed. 40% of measures have showed stable and static performance, 20% have been improving but 30% have been declining.
- 2.5 All 10 measures have a forecast projection from the responsible service for the forthcoming quarter. The same 7 measures that are On Track at Year End are forecasting to be On Track at Quarter 1, of which 1 is forecast to improve, and 6 to remain static. 3 KBMs are forecast to remain as Not on Track at the next reporting period but with performance improving.
- 2.6 9 KBMs were reported on at Quarter 3. It was forecast that 8 would be On Track at Year End, with 1 Not on Track. Two measures that were forecast to be On Track at Year End have been reported as Not on Track:
- The % of people open to Adult Social Care with eligible needs living in the community with support over the age of 65 was projected to be On Track Performance Improving, but has seen figures remaining just below the target this Quarter. The reasons behind this are being reviewed, with commissioning activity continuing to support community options.
 - The % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol, and Alcohol and Opiates) was forecast to remain On Track Performance Remaining Static, but has dipped this Quarter by 1.6%. Despite the overall dip, all treatment areas except Opiates have improved this Quarter, and for the 2023/24 performance year these four measures will be reported on separately for better accuracy. A new communication and marketing strategy for treatment is due to be launched and grant funding is being used to bolster workforces.

- 2.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a [dashboard](#) informing our ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics.
- 2.8 Of the 39 Warwickshire Outcome Measures that are currently reportable, Warwickshire performs better than the national average in 22 of them. The areas where Warwickshire outperforms the national average to the greatest degree include the employment rate, levels of pay, unemployment, homelessness and child poverty. Areas where Warwickshire's performance falls notably behind the national average include school attainment levels for disadvantaged children and greenhouse gas emissions per capita.
- 2.9 As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in Appendix 1c. The review of the Service Business Plans and the Integrated Delivery Plan have identified the changes being requested to ensure that the Performance Management Framework supports delivery of the agreed priorities.

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 192 actions within the Integrated Delivery Plan, 30 are attributable to the Adult Social Care OSC. Eighty percent of deliverables are On Track with the remaining 20% closed this Quarter. Detail can be found in [Appendix 2](#).

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 [Cabinet Outturn Report](#) presented to Cabinet on 15th June 2023.

Metric	Target	Performance at Outturn 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	6.1% 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 Outturn is partially funded by earmarked reserve for the home-base therapy discharge service and partially from Covid grant income. Once these factors are considered the forecast position alters to £1.258m (0.50%) 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 15th June 2023

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