

Adult Social Care Overview & Scrutiny Committee

27th September 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2023/24

Period under review: April 2023 to June 2023

Recommendations

That the Committee considers and comments on Quarter 1 2023/24 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 Quarter 1 (April 2023 - June 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 Quarter 1 Integrated Performance and Finance reports presented to Cabinet on 14th September. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk:
 - performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and [Appendix 1](#);
 - progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within [Appendix 2](#);
 - management of Finance is summarised in Section 4 and more fully presented in [Appendix 3](#); and
 - management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 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 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.
- 1.3 The approach to strategic performance reporting continues to evolve to ensure that the organisation stays focussed on delivering against the agreed strategic priorities. Services use a wealth of detailed data and intelligence to monitor

ongoing performance, quickly identifying and responding to emerging issues and risks. In addition, we continue to closely monitor the national drive to performance reporting such as Oflog, actively seeking opportunities to inform future direction that will enhance our own approach.

- 1.4 There are some key themes that emerged last year that continue to be highlighted in the Cabinet report, and are impacted by WCC’s current operating environment, including:
- increasing demand and costs being reported in Children & Families Services, Adult Social Care, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
 - increasing demand is resulting in the capacity and workload issues, which have a further impact on delivery across the organisation, evidenced through staff feedback and addressing this is acknowledged as a high priority for the organisation;
 - difficulties in recruiting and retaining staff in a highly constrained national and local labour market were highlighted throughout 2022/23 and although overall there has been some improvement issues remain within specific service teams for example Children & Families, On-call firefighters, Waste & Environment, Schools, and Planning; and
 - other services have specific challenges such as staff absence levels in Business & Customer Services, Children & Families and Adult Social Care.

Planned improvement activity to address these issues is described in section 4 of the 14th September Cabinet report.

- 1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 88 are available for reporting in Quarter 1. There are 18 KBMs within the remit of this Committee, and 17 KBMs are available for reporting this Quarter. There is one other measure that is newly included this year and will be reported from Quarter 2. Table 1 below indicates the current assessment of performance:

Quarter	On Track	Not on Track
1	64.7%(11)	35.3%(6)

Table 1

Table 2 below indicates the Direction of Travel (retrospective comparison), however, please note not all measures have a status e.g. where they are new and there is no previous baseline:

Quarter	On Track			Not on Track		
	Improving	Static	Declining	Improving	Static	Declining
Direction of Travel	56%(5)	22%(2)	22%(2)	2%(1)	2%(1)	66%(4)

Table 2

Table 3 below indicates the future projection forecast for the next reporting period:

Quarter	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
		64%(7)	36%(4)	0	83%(5)	0

Table 3

- 1.6 At Quarter 1, with a refreshed PMF, the overall position is a slight deterioration from the Year End position in terms of percentage but is continuing a consistently strong performance delivered against the PMF. This is an encouraging position against the continuing volatile, uncertain, and high-risk operating environment.
- 1.7 Appendix 1 details information for all measures within the PMF, including reasons why some measures are not being reported. Detailed measure-by-measure performance reporting is accessible through the Performance Portal.
- 1.8 The position is also positive in terms of delivery of the 24 Adult Social Care actions set out in the Integrated Delivery Plan, with 92% being On Track, 4% At Risk and 4% Complete.
- 1.9 At the end of the first quarter the services reporting to ASC OSC are forecasting a cumulative overspend of £9.508m (after transfers from earmarked reserves are accounted for), this is equivalent to 4% of their revenue budget. Saving targets are forecast to be underachieved by £5.969m that represents 87% of the current year's target. The delivery of the planned capital programme remains on track.
- 1.10 One of the Council's 19 strategic risks more directly relates to Adult Social Care and Health and currently has a red status, and this risk is widening of social, health, wellbeing and economic inequalities. Other red rated strategic risks relate to inflation and the cost of living and the economy may impact on service provision and service demand. There is also a further strategic risk which is red, relating to uncertainty in the key influences on local government including Government policy changes which may also impact. At service level there are no key risks highlighted which are red (high risk) and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target.
- 1.11 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 factors, including industrial action across many sectors, the legacy impact of the Pandemic, and the ongoing war in Ukraine, high inflation, rising interest rates and the resulting fiscal challenges are impacting the communities of Warwickshire.

- 1.12 Such an unprecedented combination of events at a global and national level creates 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 the approach to developing national policy, particularly Adult Social Care reform, levelling up agenda, support for cost of living pressures and climate change Net Zero ambitions.
- 1.13 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Recent 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 updated 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, there are three further themes that will help 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 Performance Portal as part of the Performance Management Framework. Where applicable, some performance figures may now have been updated on the Power BI reporting system. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.3 Of the 17 KBMs which are being reported at Quarter 1, 64.7% (11) are On Track and 35.3% (6) are Not on Track.
- 2.4 Notable aspects of positive performance for specific measures include:
- No. of carer assessments and reviews completed as the duty has been delegated to the Carer's Trust, the target has been achieved and it is expected that this positive performance will continue;
 - No. of people awaiting a domiciliary care package to be commissioned at the end of the month as a steady level of 23 is being achieved which is below target of 25; and
 - No. of people with a learning disability or autism in an inpatient unit commissioned by the ICB is achieving the target of 10.
- 2.5 There are some emerging performance areas that are becoming apparent through the PMF this Quarter:
- Demand is rising for No. of people supported in residential or nursing care: over 65, with 1,781 people at the end of Quarter 1 compared to a target of 1600.

- 2.6 There are 15 measures of the 17 available for reporting, where there is enough trend data available to ascertain a Direction of Travel. 60% (9) of measures have a Direction of Travel that is On Track, the majority of which (7) are either improving or static, only 2 are declining. Conversely, 40% (6) are Not on Track, the majority (4) of which are declining.
- 2.7 All 17 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that are forecast to be On Track at Quarter 1, 7 are forecast to improve further with the other 4 to remain static in that position.
Of those 6 that are forecast to be Not on Track, the majority (5) are forecast to improve by Quarter 2. As already described No. of people supported in residential or nursing care: over 65, performance is forecast to decline further at the next reporting period, full details can be found within [Appendix 1](#) and the [Performance Portal](#).
- 2.8 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 reported within a [dashboard](#) informing the ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics. A summary of position will be included in the Year End Integrated Performance Report.

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 206 actions within the Integrated Delivery Plan, 24 are attributable to the Adult Social Care OSC. 92% of deliverables are On Track, 4% are At Risk with the remaining 4% 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 Q1 Finance monitoring Report presented to Cabinet on 14th September 2023.

Metric	Target	Performance at Q1 2023/24
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	4.0% overspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	87% not achieved
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	No Variance

5 Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and also at service level. At a corporate level the following strategic risk is more directly related to adult and health services, and it is currently rated as red (high risk):
- Widening of social, health, and economic inequalities.
- 5.2 Mitigating controls are in place in respect of this risk and include the Council's plans setting out the activities to be undertaken, allocation of investment funds, additional mental health resources, a People Strategy and Commissioning Plans. The Council is also developing a new Economic Strategy and Sector Growth Plans. It is noted that whilst direct pandemic risk drivers of inequalities may be reducing, the worsening economic situation and cost of living challenges have the potential to drive further inequalities including those related to health and wellbeing.
- 5.3 Other strategic risks rated red may 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. There is also a further strategic risk which is red, relating to

uncertainty in the key influences on local government including Government policy changes.

- 5.4 At a Service level there are 16 risks recorded against services relating to Adult Social Care and Public Health services. There are no key risks highlighted which are red risks (high risk) and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target, a table illustrating this information is provided at [Appendix 4](#).
- 5.5 There are three risks, which are red, these risks have not exceeded their respective targets for three quarters in a row, as follows:
- Market Failure and lack of sustainability of the care market;
 - Demand for services and current market forces; and
 - Workforce shortages.
- 5.6 Mitigating controls 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. However, wider environmental pressures continue to be a challenge and influence the market for both services and the availability of resources.
- 5.7 Over the course of the summer period, the risk appetite statements will be refreshed along with other aspects of the process to ensure they are fit for purpose. There is also an opportunity to refresh the risk records to ensure that the most significant risks are captured at a strategic and service level. This will also ensure that risks are reflective of the priorities and Integrated Delivery Plan and that appropriate mitigations are in place. Over time this will influence the volume and value of risks presented.

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 14th September 2023

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