

Adult Social Care and Health Overview & Scrutiny Committee

15th November 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2023/24

Period under review: April 2023 to September 2023

Recommendations

That the Committee considers and comments on Quarter 2 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 2 (April 2023 - September 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 2 Integrated Performance and Finance reports presented to Cabinet on 9th November. 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. Members will be aware that there is a wealth of information and data, and that

is used in analysis most relevant to the strategic priorities. At a service level, there is also additional performance data which allows managers to manage the performance of the service day to day. In addition, Government is developing the 'Office for Local Government' (Oflog) and Council Officers are seeking to collaborate with Oflog to ensure that a meaningful and useful data set is developed to support improvement in a proportionate manner. As such, it is our aim that we streamline our performance data over the next year or so, to ensure that Members have the right and most useful performance data possible, considering any national metrics emerging from Oflog.

- 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, SEND provision, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
 - demand increasing much more quickly than resources is resulting in the capacity and workload issues, which has 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, Social Care and Support, Waste & Environment, Schools, Commercial and Contracts, On-Call firefighters and Planning officers; and
 - other services have specific challenges such as staff absence levels in Business & Customer Services and Social Care and Support.

Planned improvement activity to address these issues is described in section 4 of the 9th November Cabinet report.

- 1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 91 are available for reporting in Quarter 2. The remaining 14 that are not being reported are all new measures to the PMF and not due for reporting until Quarter 3 or Year End. 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 3. Table 1 below indicates the current assessment of performance:

| Quarter | On Track | Not on Track |
|---------|------------|--------------|
| 1 | 64.7%(11) | 35.3%(6) |
| 2 | 70.6% (12) | 29.4% (5) |

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:

| Direction of Travel | On Track | | | Not on Track | | |
|---------------------|-----------|----------|-----------|--------------|----------|-----------|
| | Improving | Static | Declining | Improving | Static | Declining |
| Quarter 1 | 56%(5) | 22%(2) | 22%(2) | 16.7%(1) | 16.7%(1) | 66.7%(4) |
| Quarter 2 | 63.6%(7) | 18.2%(2) | 18.2%(2) | 0%(0) | 20%(1) | 80%(4) |

Table 2

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

| Forecast | On Track | | | Not on Track | | |
|-----------|-----------|----------|-----------|--------------|--------|-----------|
| | Improving | Static | Declining | Improving | Static | Declining |
| Quarter 1 | 64%(7) | 36%(4) | 0%(0) | 83%(5) | 0 | 17%(1) |
| Quarter 2 | 66.7%(8) | 33.3%(4) | 0%(0) | 20%(1) | 60%(3) | 20%(1) |

Table 3

- 1.6 At Quarter 2, with a refreshed PMF and with 1 more measure being reported as On Track this Quarter, the overall position is an improvement to Quarter 1 where 64.7% of KBMs were reported as On Track and 35.3% Not on Track. This continues strong performance delivered against the PMF which is an encouraging position against the continuing volatile, uncertain, and high-risk operating environment. [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](#).
- 1.7 The position is also positive in terms of delivery of the 23 Adult Social Care actions set out in the Integrated Delivery Plan, with 100% being On Track.
- 1.8 At the end of the first quarter the services reporting to ASC OSC are forecasting a cumulative overspend of £8.117m (after transfers from earmarked reserves are accounted for), this is equivalent to 3.3% 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 capital schemes remains on track.
- 1.9 The strategic risk register has been refreshed over Quarter 2 and there are now 7 strategic risks. Three of which may impact on Adult Social Care and Health more directly and these strategic risks are: inability to keep vulnerable children and adults safe, which is low risk; a mismatch between demand and resources, which is high risk; and insufficient skilled and experienced

workforce, which is medium risk. At the service level there is one risk highlighted, workforce shortages, which is red (high risk) and higher than the risk target for 3 quarters or more and 3 points or more over target.

- 1.10 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. This includes increasing demand, industrial action across many sectors, the legacy impact of the Pandemic, global conflict, high inflation and interest rates and the resulting fiscal challenges are impacting the communities of Warwickshire.
- 1.11 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, support for cost-of-living pressures and climate change.
- 1.12 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Ongoing analysis continues to inform the prioritisation of activity and resource allocation of the Integrated Delivery Plan 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, 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 2, 70.6% (12) are On Track and 29.4% (5) are Not on Track.
- 2.4 Notable aspects of positive performance for specific measures include:
 - The No. of people supported to live independently through provision of Social Care equipment has been continuously above target for the last year. It is predicted demand for the service will continue to grow based on the current successes of the service, forecast demand with demographic data showing an aging population for Warwickshire, and the programmes and initiatives within health and social care to promote the aim of customers staying in their own home and receiving home-based support to remain independent.

- This Quarter the % of people with long term support who have had an assessment or review in the last 12 months reached and exceeded the target. This is a new measure introduced at the start of the financial year and has been steadily increasing each month. This is positive as regular reviews benefit customers and carers by ensuring needs are continuously met and crises are pre-empted.

2.5 There are some emerging performance challenges that are becoming apparent through the PMF this Quarter:

- Demand is rising for social care for those over 65, with the No. Of people currently in residential or nursing placement: over 65 reaching 1862 this Quarter, which is in comparison to a target of 1600 and a figure of 1625 one year ago in September 2022.
- Alongside this the % of people open to Adult Social Care with eligible needs living in the community with support over the age of 65 has been slowly declining and has been consistently below the target for almost one year. This is in part due to increased frailty and carer strain, and further analysis is being undertaken to identify what other causes are leading people going into residential settings. It is worth noting that rising residential or nursing placements for older people can also be seen as a positive indication that care providers are maintaining the health and wellbeing of older customers.
- Linked to this, Social Care and Support have been reporting an overspend in the older people's service across the provision of residential, nursing and domiciliary care. This pressure is due to unexpected increases in the unit cost of support, alongside an increase in the number of people requiring support. Action being taken includes restricting spend on non-statutory services, increased reviews and improved joint working with Health colleagues. Further information can be found within the Financial Monitoring Report.

2.6 There are 16 measures of the 17 available for reporting where there is enough trend data available to ascertain a Direction of Travel. 68.8% (11) of measures have a Direction of Travel that is On Track, the majority of which are improving (7) or static (2), 2 have been declining. Conversely, 31.3% (5) 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 12 measures that are forecast to be On Track at Quarter 2, 8 are forecast to improve further with the other 4 to remain static in that position.
Of those 5 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 The projection provided at Quarter 1 for Quarter 2 was broadly accurate for those measures that remain in the new PMF.

- 2.9 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 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 197 actions within the Integrated Delivery Plan, 23 are attributable to the Adult Social Care OSC. 100% of deliverables are On Track. 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 Quarter 2 Finance monitoring Report presented to Cabinet on 9th November 2023.
- 4.2 In response to the forecast overspend that emerged at Q1 Corporate Board developed an action plan aiming to contain and minimise the 2023/24 overspend, ensure the nature and impact of pressures is understood and key staff members as well as elected members are engaged in identifying solutions and developing long term transformation plans.
- 4.3 As part of the Financial Recovery Strategy all Directors with a forecast overspend have been asked to develop a Financial Recovery Plan with primary focus on the areas of Social Care and Support, Children and Families, SEND (linked to the Delivering Best Value plan), Home to School Transport and Enabling Services (utilities).
- 4.4 As part of the strategy a review of short-term budget balancing options is taking place as well as a review of all transformation activity.
- 4.5 The impact of the Financial Recovery Strategy on both one-off and permanent cost will be reflected in the MTFs when it is presented to Cabinet in December 2023.

| Metric | Target | Performance at Q2 2023/24 |
|--|---|---------------------------|
| Performance against the latest approved revenue budget as measured by forecast under/overspend | On budget or no more than 2% underspent | 5.2% 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 | 1.1% |

5 Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic level and at service level. At a strategic level the following strategic risk are more related to Adult Social Care, whilst also being relevant for Children and Young People Overview & Scrutiny Committee:
- being unable to keep the vulnerable children and adults safe, medium risk.
- 5.2 Mitigating controls are in place including the Council Plan and Integrated Delivery Plan, which have driven priority initiatives. An Adult Social Care Strategy is being developed to further set out the aspirations of the area, Adult Social Care Plans are in place and associated action plans are being monitored and updated as necessary.
- 5.3 Additional strategic risks, which are rated red, high level, may also impact on the activities associated with the Committee and these are a mismatch between demand and resources and insufficient skilled & experienced workforce. Mitigating controls are in place and actions in development to help further manage these risks.
- 5.4 At a Service level there are 16 risks recorded against services relating to this Committee. There is one red, high level, risk highlighted where 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](#). This risk is:
- workforce shortages.

- 5.5 There are two 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; and
 - demand for services and current market forces.
- 5.6 Mitigating controls are in place in relation to these key risks, including an overarching People Strategy, applicable to all service areas and specific activity in adult social care to support the commissioned suppliers in recruitment, training and retention. The use of a market viability framework, use of market intelligence, market shaping, developing dashboards to highlight providers at risk and greater use of the data to enhance effectiveness of projections.
- 5.7 Additionally, 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 are all being progressed. However, wider environmental pressures continue to be a challenge and influence the market for both services and the availability of resources.
- 5.8 Over the summer, strategic risks have been reviewed and updated to ensure that the most significant risks are captured. Over the course of the autumn and winter periods, aspects of the Strategic Risk Management Framework will be refreshed along with any implications for the practical application of the Framework to ensure all aspects are fit for purpose.

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 9th November 2023

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