

# Adult Social Care and Health Overview & Scrutiny Committee

14<sup>th</sup> February 2024

## Council Plan 2022-2027 Integrated Performance Report Quarter 3 2023/24

### Recommendations

That the Adult Social Care and Health Overview and Scrutiny Committee considers and comments on the Integrated Performance Report for Quarter 3 2023/24 contained within this Report and Appendices.

### 1. Executive Summary

1.1 This report provides a retrospective summary of the Council's performance at the end of Quarter 3 (April 2023 - December 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 3 Integrated Performance and Finance reports that will be presented to Cabinet on 15<sup>th</sup> February. 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 and reflect the Council's key priorities and pressures. Members will be aware of the wealth of information and data available at both strategic and service levels. In addition, Government is developing the 'Office for Local

Government' (Oflog). As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data, including reference to Oflog metrics.

- 1.4 There are key themes that emerged last year that continue to be highlighted by this report, which impact WCC's current operating environment, including:
- increasing demand and costs being reported in Children & Families, Adult Social Care, Special Educational Needs and Disabilities (SEND), Home to School Transport and in the number of applications made through the Local Welfare Scheme;
  - in these areas demand is increasing more quickly than resources, creating capacity, workload and delivery challenges; reflecting staff feedback, addressing this is a high priority for the organisation;
  - continuing recruitment and retention difficulties in specific service teams including Children and Young People, Social Care and Health, Waste & Environment, Schools, Commercial and Contracts, On-Call firefighters and Planning officers; and
  - a small number of services continue to experience specific challenges around staff absence levels particularly Business Support, Customer Contact and Social Care and Health.

Planned improvement activity to address these issues is described in section 4 of the 15<sup>th</sup> February Cabinet report.

- 1.5 The 2023/24 PMF contains 105 KBMs, 97 of which are available for reporting in Quarter 3. The remaining 8 that are not being reported are all new measures to the PMF and not due for reporting until Year End. There are 18 KBMs within the remit of this Committee, and 17 of those KBMs are available for reporting this Quarter. There is one other measure that is newly included this year and will be reported at Year End. 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)
3	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:

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)
Quarter 3	50% (5)	40% (4)	10% (1)	0% (0)	16.7%(1)	83.3% (5)

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)
Quarter 3	36.4% (4)	63.6%(7)	0% (0)	33.3% (2)	66.7%(4)	0

Table 3

- 1.6 At Quarter 3 the overall position is largely similar to that reported at Quarter 2, with 1 measure slipping from On Track to Not on Track this Quarter, the No. of unique carers to receive support in month. This continuing level of performance is an encouraging position but reflects the challenges of the current operating environment, which include prolonged inflation and high interest rates, the impact of global instability, market failures, extremely high demand and market pressures in social care and education services, and wider resourcing challenges. [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 third quarter the services that fall within the remit of the Adult Social Care and Health Overview and Scrutiny Committee are forecasting a cumulative overspend of £7.439m (after transfers from earmarked reserves are accounted for), this is equivalent to 3.0% 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 During the summer, a risk working group was convened to review and refresh the strategic risks that face the Council in the pursuit of its priorities. This work has resulted in a smaller number of high-level cross cutting risks being established. In Quarter 3, those risks have been reviewed, refined again and the mitigations updated. Strategic risks which are aligned, but not exclusively, to the work of this committee include:

- Mismatch between demand and resources (high); and
  - Being unable to keep children & vulnerable adults safe (medium).
- 1.10 At a more detailed service level, 85 risks are currently being monitored, 16 of which relate to the work of this Committee. Risks are being reviewed and refreshed across the Council to ensure that they are reflective of the current environment, priorities and plans and to ensure that appropriate mitigations are in place. Further detail relating to strategic and service risks is included in Section 5 below.
- 1.11 There is a wider context that continues to impact all aspects of the Council's work, including 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. Such a 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 uncertainty about medium-term national policy direction in a number of key areas of our work. Performance reporting will continue to track and highlight our delivery and performance, and inform prioritisation of activity and resources.
- 1.12 A reprioritisation of the IDP is underway and a refresh of the PMF will follow for reporting in 2024/25. It is anticipated that both the IDP and the PMF will be simplified to focus on the key priorities ensuring we grip and improve the drivers of cost pressures to maintain service and financial resilience. Service Business Plans and performance measures will evolve to reflect the more strategic approach at Council level.

## **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 3, 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:
- The % of Adult Social Care users with long term support who have received an assessment or review in the last 12 months has reached 84% and is continuing to exceed the target of 80%. 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. Warwickshire is performing above national and regional benchmarks for this metric. Alongside this, the number of carer assessments and reviews completed this Quarter were above target. Figures in this area have been steadily increasing, from 67 in January 2023, to now reaching an average of 161 assessments in Quarter 3. This is due to the completion of carers' assessments and reviews by the Carers' Trust now being fully embedded.
- 2.5 There are a number of performance challenges this Quarter:
- Demand for social care for those over 65 is still rising. The No. of people currently in residential or nursing placement over 65 reached 1,926 this Quarter against a target of 1,600, and a figure of 1,656 in December 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 a year, at 56% compared to a target of 60% this Quarter. This is in part due to increased frailty and carer strain.
  - 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 (5) or static (4), 1 has been declining. 6 are Not on Track, the majority (5) of which are declining.
- 2.7 All 17 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the 11 measures that are forecast to be On Track at Year End, 4 are forecast to improve further with the other 7 to remain static in that position. Of those 6 that are forecast to be Not on Track, the majority (4) are forecast to remain static at Year End, and the other 2 are expecting improvements.

Previous experience illustrates that projections provided by services between quarters are broadly accurate so it is anticipated that this level of accurate projection remains for Year End.

- 2.8 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but is not solely responsible for, are reported in a State of Warwickshire reporting dashboard which includes Levelling Up and 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 the 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 190 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 3 Finance monitoring Report presented to Cabinet on 23<sup>rd</sup> January 2024.
- 4.2 In response to the forecast overspend that emerged at Quarter 1 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.

Metric	Target	Service	Performance at Q3 2023/24
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Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspend	Social Care and Support	3.9% overspend
		Strategic Commissioner for People	1.9% underspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	Social Care and Support	95% not achieved
		Strategic Commissioner for People	100%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Strategic Commissioner for People	-1.46%

## 5 Management of Risk

- 5.1 Over the preceding months, a risk working group was established to consider strategic risks and elements of the Strategic Risk Management Framework (the Framework). The working group proposed a smaller number of high-level cross cutting strategic risks, which were agreed by Corporate Board as part of the Q2 risk review process. During Quarter 3, the strategic risks have been reviewed adjustments made to refine and enhance the mitigations.
- 5.2 Risks are monitored in risk registers at a strategic level and at service level. At a strategic level the following risks are more related to Adult Social Care, whilst also being relevant for other Overview & Scrutiny Committees:
- Mismatch between demand and resources (high); and
  - Being unable to keep children & vulnerable adults safe (medium).
- 5.3 Mitigating controls are in place including the Council Plan and delivery plans, which have driven priority initiatives. An Adult Social Care Strategy is being developed to further set out the aspirations of the area and associated action plans are being monitored and updated as necessary. Funding and specifically budgets are subject to regular monitoring and effective financial management and reporting is in place.
- 5.4 At a Service level there are 16 risks recorded against services relating to this Committee. There are no risks which are above target for three quarters and more and also more than three points above target (the performance

measure) however, the risk: Demand for services and current market forces is at a high level but it is not over target for three quarters or more. A table illustrating this information is provided at [Appendix 4](#).

5.5 Mitigating controls are in place in relation to all risks. In relation to the high level risk referenced in 5.4 above, mitigations include the ongoing review of demand and available capacity to help identify the resources needed, a programme of activity has been established to deliver the changes required to help manage demand, costs and achieve efficiencies, which is continually being reviewed and updated along with further analysis being carried out to highlight pressure areas. Active market management and focused support on provider viability is also being carried out.

## 6 Financial Implications

6.1 None arising directly from this report.

## 7 Environmental Implications

7.1 None arising directly from 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 15<sup>th</sup> February 2024

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