

# Adult Social Care and Health Overview & Scrutiny Committee

18<sup>th</sup> September 2024

## Council Plan 2022-2027 Integrated Performance Report Quarter 1 2024/25

### Recommendations

That the Committee considers and comments on Quarter 1 2024/25 organisational performance, progress against the Council Delivery Plan, management of finances and risk.

### 1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 1, April 2024 – June 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, finance, and risk enabling scrutiny and transparency for the organisation, partners, and the public:
  - progress against the Council Delivery Plan (CDP) is summarised in Section 2 and more fully presented within [Appendix 1](#);
  - performance is assessed against the Key Business Measures (KBM) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
  - management of Financial resources is summarised in Section 4 and the summary dashboard is 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 also enables Overview and Scrutiny Committees to consider performance within their own remits. All Members have access to the CDP and PMF using the [Performance Portal](#) in Power BI to monitor performance.
- 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, Oflog (Office for Local Government) is developing a suite of metrics for the sector. 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 In April Cabinet agreed the new CDP and PMF which have both been simplified to focus on the key priorities ensuring we grip and improve the drivers of cost pressures to maintain service and financial resilience. This

report is a summary of progress on deliverables and performance measures as detailed in the CDP.

- 1.5 Of the 61 activities listed in the CDP 9 are attributed to Adult Social Care and Health. Quarter 1 results show a strong start to the year with 89% (8) of these on track with 11% (1) at risk. [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 55 of which are available for reporting at Quarter 1. There are 9 KBMs within the remit of this Committee, and 8 are available for reporting this Quarter, the remaining measure is due for reporting later in the year. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	87.5% (7)	12.5% (1)

Table 1

Positively, considering trend information for the measures reported at Quarter 1 as On Track, performance is improving or static for the 5 measures where enough historic data is available. Conversely, for the 1 KBM (% of people open to Adult Social Care with eligible needs living in the community with support over the age of 65) that has a current status of Not on Track, the trend has been declining to date. The forecast position for the next reporting period is that overall the position will remain stable, however a significant proportion of measures are forecasting improvement in their individual performance.

- 1.7 At Quarter 1 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with strong trend and future forecast. This is set against the challenges of the current operating environment, which include a prolonged period of uncertainty including the impact of global instability, market failures, high demand and market pressures in social care, children’s and education services leading to significant financial pressures necessitating a mitigation plan, and wider resourcing challenges. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.8 At the end of Quarter 1 the services reporting to ASC OSC are forecasting a cumulative net service overspend of £15.105m (after transfers from earmarked reserves are accounted for), this is equivalent to 6.1% of their revenue budget. Saving targets are forecast to be underachieved by £0.422m that represents 6% of the current year’s target. The delivery of the planned capital programme remains on track.
- 1.9 Of the nine strategic risks, three are rated red or high level. One strategic risk more directly relates to Adult Social Care and Health Overview & Scrutiny Committee and this is highlighted in more detail in Section 5 below.

- 1.10 At a service level there are 15 risks and 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 Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of our work. A challenging financial outlook in the short- to medium-term 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 several key areas of our work. Performance reporting will continue to track and highlight our delivery and performance and inform prioritisation of activity and resources.

## **2. Performance against the Council Delivery Plan**

- 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 CDP aligns priority activity from across all Service areas against the areas of focus within the Council Plan 2022-27. It shows how activity across Services collectively contributes to delivering these priorities.
- 2.2 Of the 61 activities listed in the CDP 9 are attributed to Adult Social Care and Health. Quarter One results show a strong start to the year with 89% (8) of these on track with 11% (1) at risk. Appendix 1 gives more information about progress.

## **3. Performance against the Performance Management Framework**

- 3.1 The Council Delivery Plan outlines deliverables under each Area of Focus and KBMs have been assigned to measure impact, a full performance summary against all KBMs is contained in Appendix 2 and more comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the PMF. 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.
- 3.2 Of the 8 KBMs available for reporting at Quarter 1, 87.5% (7) are reported as being On Track and 12.5% (1) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
- 48.4% (244 out of 504) of smokers taking part in the Stop Smoking Service and Stop Smoking in Pregnancy Service successfully quit at 4 weeks. This exceeds national guidance that service quit rates should be at least 35%. The development of new referral pathways and communications regarding the Swap to Stop scheme have contributed to the increase in delivery level. The announcement of the Government's Smokefree Generation proposals and grant funding from April 2024 are being used in local plans

that include: an increased budget for stop smoking aids, a new website and branding (joint with Coventry City Council), further engagement with priority groups to increase referrals, and the appointment of a Public Health Service Manager to lead on the delivery of the grant; and

- The % of adult social care, reablement and occupational therapy service users happy with the service they receive is at 97.3%, or 145 out of 149 service users. This is a strong indicator that is consistently at or above the target of 96%, showing high levels of satisfaction from service users when surveyed.

3.4 There are several performance challenges this Quarter:

- As previously reported demand for social care for those over 65 remains a challenge. The percentage 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 over a year, at 55% at Quarter 1 compared to a target of 60%. This is equivalent to 2,429 out of 4,355 people. There is an overall increase in demand for residential and nursing placements, and the team continue to monitor this demand and the impact this has on the financial position.

3.5 Within the current PMF and in the remit of this Committee there are 6 measures of the 8 available for reporting where there is enough trend data available to ascertain a direction of travel. 83.3% (5) of measures have a trend that is On Track, all of which are either improving or static. Conversely, 16.6% (1) is Not on Track, and the trend for this measure has been declining over time.

3.6 Within the current PMF all 8 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 1 status of On Track, 42.9% (3) are forecast to improve and 57.1% (4) are forecast to remain static in that position for the next reporting period. For the 1 KBM that is forecast to be Not on Track, performance in that metric is expected to remain static.

3.7 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 Creating Opportunities and Cost-of-Living metrics.

## 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 1 Finance monitoring Report presented to Cabinet on 5th September 2024.

Metric	Target	Service	Performance at Q1 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Social Care and Support	7.2% overspend
		Public Health	0.3% overspend
		Health and Care Commissioning	(1.5%) underspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	Social Care and Support	93%
		Public Health	100%
		Health and Care Commissioning	100%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Social Care and Support	0%
		Public Health	0%
		Health and Care Commissioning	0%

Table 2

## 5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic level and also at service level. At the strategic level the following red or high level risk, after taking account of current mitigations, is more directly related to Adult Social Care and Health services. This is not distinct to Adult Social Care and Health:

- *Mismatch between demand and resources.*
- 5.2 Other strategic risks rated red may also impact on Adult Social Care and Health services, in particular the risk relating to *a possible cyber attack being successful*, which has the potential to impact all service areas across the Council.
- 5.3 At a service level there are 15 risks recorded in service areas relating to Adult Social Care and Health. This is the same number as at Year End and there are no significant changes. 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. There is one additional red risk, which has not exceeded the target for three quarters in a row and 3 points above target.
- 5.4 Mitigating controls are in place for all risks and includes the development of a cross-cutting Adult Social Care Strategy with a focus on prevention and early intervention to ensure the Council meets the needs of the population and promotes independence wherever possible (a key principle of the Care Act). A Commissioning Strategy for 2024 onwards is being developed and is to include the need for Make, Do, Buy decisions for all future commissioning. The MTFs is in place and is monitored. Demand is currently externally driven and this creates a challenging and often turbulent operating environment for the Council.

## 6. Financial Implications

- 6.1 There are none specific to this report.

## 7. Environmental Implications

- 7.1 There are none rising directly from this report.

## Appendices

Appendix 1 – Progress on the Council Delivery Plan

Appendix 2 – Quarterly Performance Report

Appendix 3 – Management of Finance

Appendix 4 – Management of Risk

## Background Papers

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