

# Adult Social Care and Health Overview & Scrutiny Committee

27<sup>th</sup> November 2024

## Council Plan 2022-2027 Integrated Performance Report Quarter 2 2024/25

### Recommendations

That the Adult Social Care and Health Overview & Scrutiny Committee (the Committee) considers and comments on Quarter 2 2024/25 organisational performance, progress against the Council Delivery Plan, management of finances and risk in relation to those areas within its remit.

### 1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 2, April 2024 – September 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027 including those relative to the Committee. 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 (KBMs) 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 The CDP and PMF were both recently refreshed and have been simplified to focus on the key priorities ensuring we maintain or improve service provision in those areas that are drivers of cost pressures thus gaining financial resilience. This report is a summary of progress on deliverables and performance measures as detailed in the CDP.
- 1.3 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.
- 1.4 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.

- 1.5 Of the 59 activities listed in the CDP 9 are attributed to Adult Social Care and Health. Quarter 2 results show that all activities are On Track to deliver as planned, [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 2. There are 11 KBMs within the remit of this Committee, and 9 are available for reporting this Quarter, the remaining 2 measures are 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)
Quarter 2	55.6% (5)	44.4% (4)

Table 1

Positively, considering trend information for the 5 measures reported at Quarter 2 as On Track, performance has been improving or static for the 5 measures where enough historic data is available. For the 4 KBMs that are reported as Not on Track, 2 have been static to date, 1 declining and 1 does not have sufficient trend data to determine. 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 2 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is mixed with a split of Not on Track and On Track measures. 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. The financial pressures evident at Quarter 1 necessitated a financial mitigation strategy, and wider resourcing challenges which have helped stabilise the in-year position although, in common with the whole sector, significant medium-term financial challenges remain. [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 2, the services reporting to ASC OSC are forecasting a cumulative net service overspend of £15.041m (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 £0.204m that represents 3% of the current year's target. The delivery of the planned capital programme remains on track.
- 1.9 Of the nine strategic risks, two risks are related to the work of this committee:

- Being able to keep children and vulnerable adults safe
  - Mismatch between demand and resources.
- 1.10 At a service level there are 14 risks related to this committee, twelve of which are on target. More detail is contained in Section 5 below.
- 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. Resourcing challenges are both financial and workforce, reflecting 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 59 activities listed in the CDP 9 are attributed to Adult Social Care and Health. Quarter One results show that all of these activities are on track to deliver as planned, 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 11 KBMs available for reporting at Quarter 2, 55.6% (5) are reported as being On Track and 44.4% (4) being reported as Not on Track. This is a decline in the position reported at Quarter 1, due to two measures having moved from On Track at Quarter 1, to Not on Track at Quarter 2; these are the No. of safeguarding 'concern decision making' forms received in a month and % of adult social care, reablement and occupational therapy service users happy with the service they receive. The measure No. of additional Safe Accommodation units delivered from the baseline moved into the remit of the Committee at Quarter 2 and has remained Not on Track. These movements account for the shift in performance from Quarter 1 to Quarter 2.

- 3.3 Within the current PMF and in the remit of this Committee there are 7 measures of the 9 available for reporting where there is enough trend data available to ascertain a direction of travel. For the On Track measures with enough historic data for a direction of travel all have been either improving or static. For the Not on Track measures with enough historic data for a direction of travel all have either been static or declining.
- 3.4 Within the current PMF all 9 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 2 status of On Track, 60% (3) are forecast to improve and 40% (2) are forecast to remain static in that position for the next reporting period. For the 4 KBMs that are Not on Track, half (2) are expected to improve and the other half (2) are expected to remain static.
- 3.5 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 2 Finance Monitoring Report presented to Cabinet on 14th November 2024.

Metric	Target	Service	Performance at Q2 2024/25
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	7.3% overspend
		Public Health	(0.4%) underspend
		Health and Care Commissioning	(2.8%) underspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	Social Care and Support	97%
		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 In September 2024, responsibility for the risk management framework and associated reporting transferred to the Corporate Policy Unit. The move reflects an opportunity to strengthen the alignment between strategic foresight, risk management and strategy development. Ahead of the start of 2024/25 financial year the WCC Risk framework underwent a period of refinement which included:
- Refresh of the Strategic Risk Management Framework (approved by Cabinet in January 2024);
  - Refresh of the Strategic risks in 2023-24 (now reporting for the 5th quarter);
  - Reassessment of risk appetites and associated risk themes (conducted in Q3 and agreed in Q4 2023/24);
  - Completion of an assurance exercise with peer authorities;
  - Completion of the moved to the simplified risk score calculation; and
  - Gap analysis and deep dive work for the strategic risks.
- 5.2 During September 2024 a revised approach has been developed which:
- Creates a clearer 'aggregate' view of risk at organisational and directorate level;
  - Places greater emphasis on ownership, analysis and oversight by each DLT and risk owners; and
  - Creates an opportunity to address 'remedial action' ahead of reporting to Members.
- 5.3 Risks are monitored in risk registers at a strategic level and also at service level. At the strategic level the following risks are more directly related to Adult Social Care and Health services:
- Mismatch between demand and resources.
  - Being unable to keep children & vulnerable adults safe.
- 5.4 Other strategic risks that 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.

5.5 At a service level there are 14 risks recorded in service areas relating to Adult Social Care and Health. Recently updated risks to reflect new scope of the directorate. Inherent risk well addressed by controls and targets are largely within 3 points. Overall, 12/14 risks are on target. Red or those risks trending above target for more than three successive months will be highlighted for review in Quarter 3. Additional information is provided at [Appendix 4](#).

## 6. Financial Implications

6.1 There are none specific to this report.

## 7. Environmental Implications

7.1 There are none arising 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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