

Adult Social Care & Health Overview & Scrutiny Committee

19 February 2020

One Organisational Plan Quarterly Progress Report: Period under review: April 2019 to November 2019

Recommendation

That the Overview and Scrutiny Committee:

Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan (OOP) Quarterly Performance Progress Report for the period April 1st 2019 to November 30th 2019 was considered and approved by Cabinet on 30th January 2020. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same meeting.
- 1.2. This report draws on information extracted from both of the Cabinet reports to provide this Committee with information relevant to its remit.

One Organisational Plan 2020: Strategic Context and Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 29 KBMs are monitored.

As the Organisation continues to transform, this is the first quarter that will be reported against in the a new [Commissioning Intentions Performance Framework](#) The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the newly implemented Microsoft Power BI system.

2.2 Of the 64 KBMs, 9 are in the remit of this Overview and Scrutiny Committee. At Quarter 3, 67% (6) KBMs are currently on track and achieving target while 22% (2) KBMs are not on track and behind target. The remaining 11% (1 KBM) is not applicable as a target is to be set from April 2020. Chart 1 below summarises KBM performance by outcome.

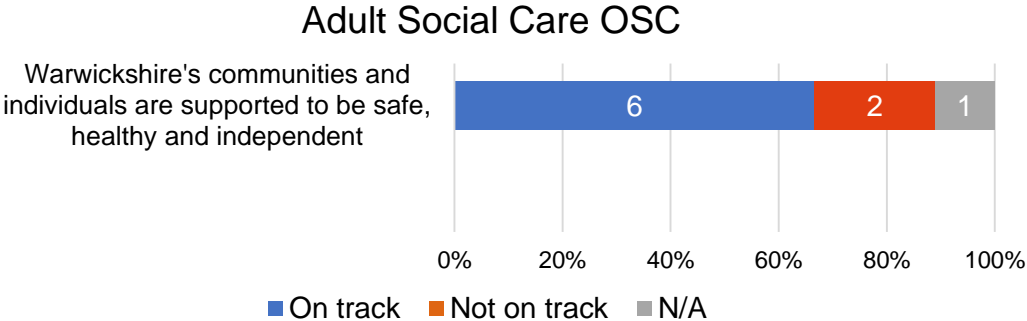


Chart 1

2.3 Of the 67% (6) KBMs achieving target there are 2 measures where performance is of particular note:

- No. of permanent admissions to residential or nursing care (under 65) as cumulative year to date target is being met; and
- % of carers in receipt of self-directed support on the final day of the reporting period, which consistently remains at 100%.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

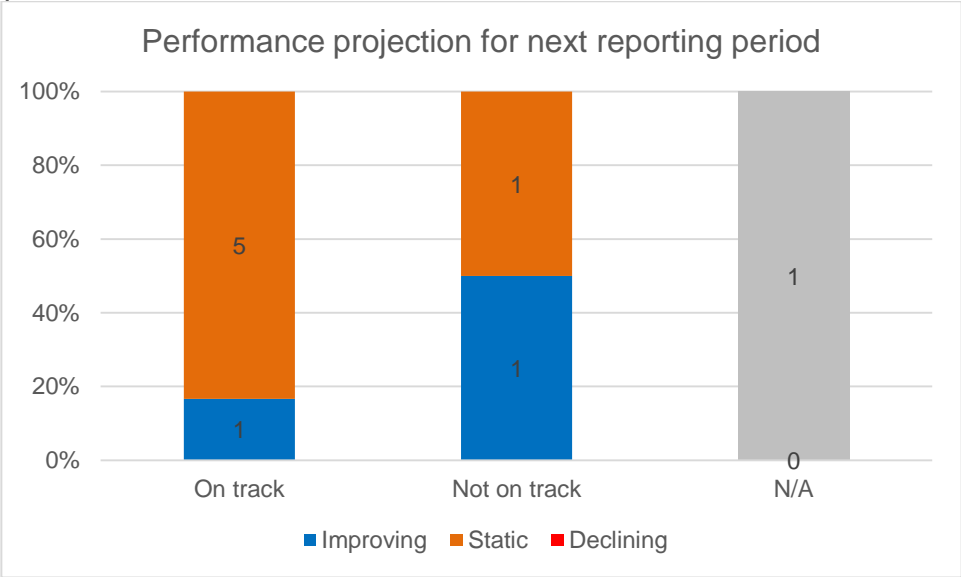


Chart 2

Of the 9 performance measures, the 2 KBMs are not on track and behind target. 1 KBM is projected to improve over the next reporting period:

The table below highlights the KBM, including remedial action being taken, where performance is projected to remain underperforming and static:

Measure	Remedial Action
Warwickshire's communities and individuals are supported to be safe, healthy and independent	
% of women who smoke at the time of delivery across Warwickshire	There is a strategic review and needs assessment of stop smoking support across the Coventry & Warwickshire Local Maternity System (LMS). The Review and its recommendations will be completed by March 2020.

2.5 Comprehensive performance reporting is now enabled through the following link to Power BI [full OSC Quarter 3 Performance Report](#).

The Adult Social Care & Health OSC [Exception dashboard](#) contains details of those measures that are of significant note where good performance or areas of concern need to be highlighted.

There is a further dashboard split by the 2 high level Outcomes. The [Quarter 3 Full Dashboard](#) provides a summary of performance for all KBM's within the remit of this Committee.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

3.1.1 The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Adult Social Care	148,739	146,975	(1,764) -1.19%	(16,803)	(18,567)

Forecast remains stable as confidence in Mosaic data quality and future demand grows. Underspends from early achievement of savings and project underspends are being reported, but not reinvested, to cover the risk of Q4 demand surge beyond forecasts following winter. Largest areas for concern are LD Supported Living and OP & MH65+ Residential Care

People	33,957	34,469	(489) -1.44%	(5,490)	(5,978)
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There are two current overspends within the service areas that are being monitored and managed:

1. Support service for drugs and alcohol - financial pressure due to demand for detox/inpatient provision.
2. Staffing overspend within the Public Health Unit.

3.2. Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Outturn £'000
Adult Social Care	2,240	2,240	2,240
People	2,820	2,625	2,625

Shortfall £0.195m. Drugs and Alcohol £0.536m shortfall due to cost pressures arising from the increase in prescribing costs (both medications and prescribing) for this demand led service which make the achievement of the total saving challenging. Careful monitoring is ongoing to achieve the most efficient and effective prescribing and management of costs; and consideration needs to be given to reviewing the amount of savings that may feasibly be found in this programme. This is being partially offset by £0.341 overachievement of savings on staffing costs and overheads within the Service. The DAAT overspend is being fed into the MTFP work for 2020-21.

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years £'000	Slippage from 2019/20 into Future Years (%)	Current quarter – new approved funding/ schemes (£'000)	All Current and Future Years Forecast (£'000)

Adult Social Care	3,663	0	0	0	3,663
People	6,179	(220)	-3.56%	(1)	6,179

4. Supporting Papers

- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 30th January 2020 is available via the following [link](#) and in each of the Group Rooms.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

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