



Committee and Date

Cabinet  
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Item

Public

## Q2 Performance Report 2021/22

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### Synopsis

The Q2 performance report shows progress against outcomes within the Corporate Plan: A Healthy Environment, A Good Place to do Business, Sustainable Places and Communities, More People with a Suitable Home, Embrace our Rurality, Care for those in Need at any Age and Your Council.

### 1. Executive Summary

- Appendix 1 reports those measures where new data are available.
- The performance portal provides performance comments and trend information - <https://shropshireperformance.inphase.com/>
- Twenty-three measures and three milestones have been updated in the performance portal for this quarter.

Twelve measures show an improvement in performance

Six measures remain at the same level

Two measures show a decline

Three measures are not appropriate to report direction of travel – e.g. seasonal variance

### 2. Recommendations

#### Cabinet members are asked to

- A. Consider and endorse, with appropriate comment, the performance to date

- B. Consider the emerging issues in this report as set out in paragraph 8.3
- C. Review both the appendix and performance portal to identify any performance areas that they would like to consider in greater detail or refer to the Performance Management Scrutiny Committee.

## **REPORT**

### **3. Risk Assessment and Opportunities Appraisal**

- 3.1 Poor performance could have implications for the county, potentially harming the environment, infrastructure, businesses or people who are supported by Council services. In turn, there may be significant financial, legal and reputational risk to the Council, Schools (and Academies), and partners from across the public and voluntary and independent care sectors.
- 3.2 Effective monitoring and follow-up against key measures of success provides the opportunity to manage risks and ensure that desirable outcomes are achieved.
- 3.3 The development of the new corporate plan (Shropshire plan) will include an emerging range of deliverables, measures and targets to further manage potential risks and exploit new opportunities.

### **4. Financial Implications**

- 4.1 This report does not have any direct financial implications. It presents performance information from which financial risks may occur. These risks are managed by accountable officers and senior managers within the relevant service area and reported in the quarterly financial reports. Information in this report should be used to support decision making and to inform actions or interventions for improving service performance and managing financial risks.

### **5. Climate Change Appraisal**

- 5.1 This report does not have any direct climate change implications and instead presents information from which climate and environmental considerations can be made. These risks are managed by accountable officers and senior managers within the relevant service area. Some direct measures, for example solar energy generation and carbon savings by the Council, are reported within the performance portal.
- 5.2 The new Shropshire Plan and associated Performance Management Framework is currently in development. This emerging plan will

contain new measures to more effectively reflect the ambitions of the climate action plan.

- 5.3 Information in this report should be used to support decision making and to inform actions or interventions for improving service performance and managing climate risks.

## 6. Background

- 6.1 This quarterly corporate report continues the transition to new styles of performance reporting. The development of the new Shropshire plan will include a more relevant range of deliverables, measures and targets.
- 6.2 Appendix 1 reports those measures where new data are available. Targets are generally not available at this point and will be added iteratively over the year.
- 6.3 Each of the seven outcome areas contains a number of sub-outcomes with a range of associated performance measures or milestones. The frequency of the availability of the data varies from monthly and quarterly updates to annual updates.

## 7. Additional Information

- 7.1 Further information is contained in Appendix 1 performance report.
- 7.2 A full breakdown of measured corporate performance can be reviewed within the performance portal.
- 7.3 In addition to the corporate performance measures this report also passes comment on key performance areas when national benchmarking data are published. The Adult Social Care Outcomes Framework (ASCOF) for the year to March 2021 has now been published.

Those measures tracked in the corporate performance framework have been previously reported. The following information provides a summary of all reported ASCOF measures.

A total of thirteen measures were reported this year, lower than usual due to the withdrawal of user and carer surveys during the pandemic.

Ranking of the benchmarking data shows that Shropshire improved in seven of the measures, declined in four while two remained the same. Shropshire is ranked in the top two quartiles for 10 of the 13 reported measures.

Despite four measures seeing a decrease in performance these decreases were all minimal and within a movement of 2 percentage points or less.

Measures within the top quartile performance for Shropshire are:

- The proportion of people who use services who receive self-directed support
- Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population
- The proportion of older people (aged 65 and over) who received reablement/rehabilitation services after discharge from hospital

Measures within the lower quartile performance for Shropshire are:

- The proportion of carers who receive self-directed support
- The proportion of carers who receive direct payments
- The proportion of people who use services who receive Direct Payments (DP)

Shropshire has a high rate of individuals who opt to receive Individual Service Funds (ISF). This is where payments for services they receive are paid to the service provider to manage the funds on the client's behalf. The service has reviewed the use of DP and has implemented a new policy and refresher training for staff. The long-term reduction in this measure stabilised towards the end of the year. Early indications for this year show a slight improvement.

Whilst both carer measures remain in the lower quartile the gap continues to close to comparator groups. Performance for these measures has improved for five consecutive years with the rate of improvement increasing.

The Adult Social Care service reconfirms that it is committed to delivering continuous improvement through monitoring and addressing those measures where performance is weaker or declining. This helps maintain performance which is naturally subject to variance due to changes of need and circumstances of the people requiring the service.

In summary, the overall performance for adult social care in Shropshire shows a continued positive improvement for 2020/21.

- 7.4 For 2022/23 there are a number of service interventions in place to improve the overall performance in the number of people who could take up a direct payment, these interventions are due to commence January to April 2022/23, as detailed below:

- The service has established a Shropshire self-directed forum, with people who have recent personal experience, to fully explore all aspects of self-directed support and to identify any issues or concerns. The self-directed forum reports into the direct payments board.
- The service recognises the importance for older people who would want to take a direct payment but would also like to access a personal assistant and have a managed budget. The service will develop a Shropshire personal assistant register and also a Council managed budget arrangement, which will support significant numbers of people and carers who would opt for a direct payment
- Choosing to take an Individual Service Fund (ISF) is important. Once the Shropshire personal assistant and managed budget arrangement is in place, the service will support people, where appropriate, through assessment to move from IFS and to take up a direct payment.
- The direct payments team will ensure that the information they have to support people's choice is accessible. They will support people in receipt of a direct payment to tell their story about how it has improved their life. This will encourage people to understand the full benefits of direct payment.  
The service will seek opportunities to work with health colleagues, regarding the benefits of personal health budgets, supporting people with more health and social care complex needs.

In total, 79% of measures are rated in the upper quartiles and actions are in place to improve this figure.

## 8. Conclusions

8.1 Performance for Quarter 2 of 2021/22 follows a challenging year of lockdowns and emergency responses to support residents and businesses during the covid crisis.

8.2 Despite these challenges there continues to be many areas of good performance

- During a challenging year the overall performance of Adult Social Care shows a positive trajectory in the national outcome's framework, with clear action plans in place to address any gaps
- Cultural and leisure facilities have started to re-open and visitor numbers are slowly recovering albeit from a low-level following lockdown.

8.3 There are also challenges or concerns with service areas including:

- Children’s social care continues to manage increased demand for services through increasing numbers of Looked After Children.
- Continued delays in the development of the homelessness strategy. The original deadline for the draft Homelessness strategy was extended in agreement with the Government department MHCLG. The aim was to have a draft document ready for consultation towards the end of 2021 following the recruitment of additional resource within the team. Due to a delay in recruitment, however, the strategy has been further delayed. It is now intended that the consultation period will commence during quarter 4.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Cabinet Member (Portfolio Holder)**

Rob Gittins

**Local Member**

**Appendices**

Appendix 1 – Corporate Performance Report