



## INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 13th July 2021

**Subject Heading:**

Quarter 4 performance report

**SLT Lead:**

Jane West, Chief Operating Officer

**Report Author and contact details:**

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**Policy context:**

The report sets out Quarter 4 performance relevant to the remit of the Individuals Overview and Scrutiny Sub-Committee

**Financial summary:**

There are no direct financial implications arising from this report. However adverse performance against some performance indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience financial pressure from demand led services.

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

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**SUMMARY**

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against indicators within the remit of the Individuals Overview and Scrutiny Sub-Committee for Quarter 4 (January 2021 – March 2021).

**RECOMMENDATION**

That the Individuals Overview and Scrutiny Sub-Committee:

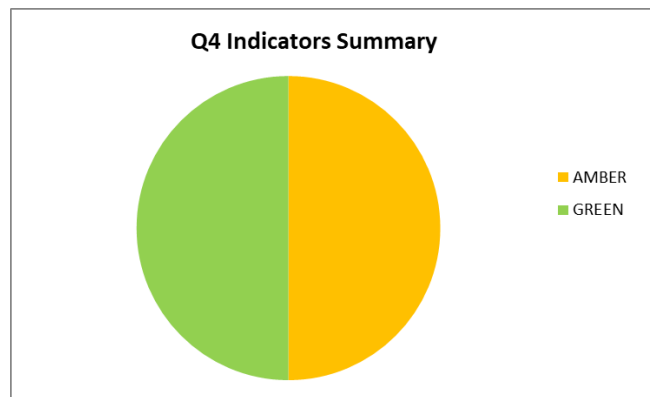
- notes the contents of the report and presentation and makes any recommendations as appropriate;
- considers which indicators members wish to receive in 2021/22 (a list of potential indicators is attached at **Appendix 2**).

**REPORT DETAIL**

1. The same two indicators reported in 2019/20 were carried forward for reporting in 2020/21. These were to be supplemented by regular updates on the results of the Homecare Outcomes Survey, though this is on hold while the Quality Outcomes team has been focused on supporting providers through the pandemic; with information and guidance on outbreaks, infection control, grants and vaccine take-up.
2. This report and the attached presentation provide an overview of the Council's performance against the two indicators selected. The presentation highlights areas of strong performance and potential areas for improvement.
3. Tolerances around targets were agreed for 2020/21 performance reporting by the Director of Adult Social Care. Performance against each performance indicator has therefore been classified as follows:
  - **Red** = outside of the quarterly target and outside of the agreed target tolerance, or 'off track'
  - **Amber** = outside of the quarterly target, but within the agreed target tolerance
  - **Green** = on or better than the quarterly target, or 'on track'

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4. Where performance is rated as '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to improve performance.
5. Also included in the report are Direction of Travel (DoT) columns, which compare:
  - Short-term performance – with the previous quarter (Quarter 3, 2020/21)
  - Long-term performance – with the same time the previous year (Quarter 4, 2019/20)
6. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same. It should be noted that reporting for the rate of permanent admissions to residential and nursing care homes is cumulative and therefore the Direction of Travel is based on the distance from target for the relevant quarters.
7. Both performance indicators selected by the sub-committee have been included in the Quarter 4 2020/21 report and assigned a RAG status.



Of the two indicators:

**1 (50%)** has a status of **Green** (on target) and **1 (50%)** has a status of **Amber** (within target tolerance).

There is decreased performance when compared with Quarter 3 of 2020/21 where both indicators were Green and improved performance when compared with Q4 of 2019/20 when, one indicator was rated Amber and the other Red.

8. The second appendix to this report is a list of performance indicators that are reported on a monthly basis within Adult Social Care and which are therefore available for reporting to Members in 2021/22.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no direct financial implications arising from this report. However adverse performance against some performance indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services, such as childrens and adults' social care. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

### **Legal implications and risks:**

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress.

### **Human Resources implications and risks:**

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

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Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

The presentation attached at Appendix 1 contains a breakdown of the data behind the two performance indicators by age, gender, ethnicity and support reason.

### **BACKGROUND PAPERS**

Appendix 1: Quarter 4 Individuals Performance Presentation 2020/21  
Appendix 2: List of potential indicators