

Children & Young People Overview & Scrutiny Committee

14th February 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2022/23

Period under review: July to September 2022

Recommendations

That the Committee considers and comments on Quarter 2 organisational performance and progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 The wider national context is a critical frame within which to view the Council's performance. The UK is experiencing the consequences of both significant political, global and macro-economic turbulence, including two recent changes of UK Government, the impact of the Pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.2 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and increased uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up and climate change.
- 1.3 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. The reporting of performance will track and highlight these impacts on delivery and performance, and inform the basis of prioritising activity and resource allocation as we undertake the refresh of the Integrated Delivery Plan.
- 1.4 This report summarises the Council's performance at the end of the second quarter (July - September 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 2 Integrated Performance and Finance reports Cabinet considered on the 10th November. Performance is

assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.

- 1.5 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.6 Management of Finance is summarised in Section 4 and the table is presented in Appendix 3.
- 1.7 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.8 The paper sets out a combined picture of the Council's delivery, performance and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available for reporting until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.9 Overall, the Council's performance has seen a marginal decline compared with the Quarter 1 position, reflecting the increasingly volatile, uncertain, and high-risk external environment, which is impacting on resources and the wider economic environment, capacity and uncertainty about a number of key policy areas. For the KBMs in the remit of this Committee performance has remained relatively stable.
- 1.10 There are 22 KBMs in total that are in the remit of this Committee and 12 KBMs are being reported at Quarter 2. For the KBMs available for reporting, the following table indicates an assessment of performance compared to Quarter 1:

Quarter	On Track	Not on Track
1	45% (5)	55% (6)
2	50% (6)	50% (6)

- 1.11 There are some emerging issues within this Integrated Report, including:
 - Increasing demand being reported across services in the People Directorate; and,
 - Capacity issues are being cited as impacting delivery across the organisation. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market are reflected within the commentary on the Integrated Delivery Plan and performance; given significant and growing financial/inflationary pressures, there is no easy solution to these strategic workforce issues, which are being considered by our HR Strategy team.
- 1.12 Notable aspects of positive performance for specific measures include:
 - the percentage of care leavers not in education, employment and training, which compares favourably to national data.

- 1.13 The main performance challenges relate to:
- The numbers of children under Child Protection Plans, No. of children in care excluding unaccompanied asylum seeking children and No. of children with an open Child in Need category including Child Protection Plans and Children in Care, encouragingly however, the last Quarter has seen a reduction in numbers across these measures indicating an improving position; and,
 - % of Children receiving a 6-8 Week Health Check as figures are significantly below target and levels have been reducing over last few reported periods, which is largely due to the challenge of recruitment and retention of qualified health visitors. This is mirrored by the national picture for the profession and these challenges have been exacerbated by the pandemic.
- 1.14 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.
- 1.15 At the end of Quarter 2 72% of activities are on track to achieve their objectives within the set timeframes. 19% of activities are At Risk or Compromised, 3% Completed and a further 3% are yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.16 One of the Councils 18 strategic risks relates to children and young people services directly and currently has a red status (Special Educational Needs and Disabilities resources are insufficient to meet demand), and two other red rated strategic risks relating to inflation and the cost of living, and the economy may impact on service provision and service demand. At service level the ability to deliver the Special Educational Needs and Disabilities Written Statement of Action is a significant risk.

2. Performance against the Performance Management Framework

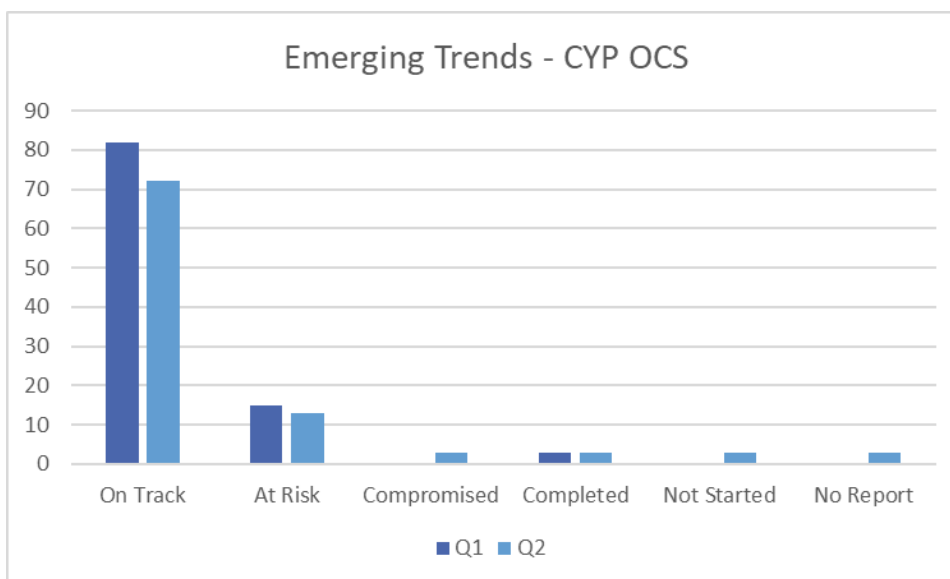
- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition there are three further areas to support the council to be known for as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.
- 2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Report](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable

measures will change each quarter as the framework considers the availability of new data.

- 2.5 There are 22 KBMs in total that are in the remit of this Committee. Of the 12 KBMs which are being reported at Quarter 2, 6 (50%) are On Track and 6 (50%) Not on Track.
- 2.6 All 12 measures have a forecast projection from the responsible Service for the forthcoming period. Of the 6 measures that are forecast to be On Track at Quarter 3, 2 are forecast to improve and 4 to remain static over the next Quarter. Of those 6 that are forecast to be Not on Track, 4 are forecast to improve and 2 to remain static at the next reporting period, with none forecast to decline.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas all Areas of Focus, within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at Appendix 2. A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the remaining 214 actions within the Integrated Delivery Plan, 32 are attributable to the Childrens Social Care OSC. At the end of Quarter 2 72% of activities are on track to achieve their objectives within the set timeframes. 19% of activities are At Risk or Compromised, 3% Completed and a further 3% are yet to start, with any exceptions covered in Appendix 2.
- 3.4 The activity around Child Accident Prevention has been postponed with the agreement of Councillor Bell and is now reporting as not started.
- 3.5 A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.
- 3.6 This graphic shows the emerging trends in relation to the status of activities.



4. Management of Finance

4.4 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 10th November 2022.

Metric	Target	Performance at Quarter 2 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	0.7% overspent
Performance against the approved savings target as measured by forecast under/overachievement	100%	40.88% under achievement
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	No variance

5. Management of Risk

5.4 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level 18 strategic risks are monitored and currently 1 strategic risk relating to the remit of this Committee is rated currently rated as high risk.

- Special Educational Needs and Disabilities resources are insufficient to meet demand.

5.2 Mitigating actions are in place in respect of this risk for example through the activities of the Special Educational Needs and Disabilities and Inclusion

Strategy and the Education Sufficiency Strategy.

5.3 At a service level there are 14 risks recorded against services relating to Children and Families and Education Services. In this report key risks at service level are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more above target. To highlight the key risks a table of both red risks and risks above target is provided at Appendix 4. The risks that are both red and above target are the most significant risks and are highlighted below:

- Being unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required timescales

5.4 Mitigating actions are in place in respect of this risk including that the Written Statement of Action was assessed as fit for purpose by Office for Standards in Education, Children's Services, and Skills and the Care Quality Commission, and there is the ability to escalate via the Special Educational Needs and Disabilities and Inclusion Steering Group or Corporate Board if necessary.

5.5 Other strategic risks rated red will also impact on children and young people's services, in particular inflation and the cost of living, and the economy slowing or stalling which may impact on service provision and service demand.

6. Environmental Implications

6.4 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 10th November 2022

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence, Performance, Planning and Quality	vanessabelton@warwickshire.gov.uk
Assistant Director	Becky Hale, Assistant Director People Chris Baird, Assistant Director	beckyhale@warwickshire.gov.uk chrisbaird@warwickshire.gov.uk

	<p>Education Services Dr Shade Agboola, Director of Public Health John Coleman, Assistant Director Children and Families</p>	<p>shadeagboola@warwickshire.gov.uk JohnColeman@warwickshire.gov.uk</p>
Strategic Director	<p>Mark Ryder, Strategic Director for Communities Directorate; Nigel Minns, Strategic Director for People Directorate</p>	<p>markryder@warwickshire.gov.uk nigelminns@warwickshire.gov.uk</p>
Portfolio Holder	<p>Cllr Jeff Morgan, Children's, Families and Education Services Cllr Margaret Bell, Adult Social Care & Health</p>	<p>cllrmorgan@warwickshire.gov.uk cllrbell@warwickshire.gov.uk</p>

