

Children & Young People Overview & Scrutiny Committee

26th April 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 3 2022/23

Period under review: April to December 2022

Recommendations

That the Committee considers and comments on Quarter 3 organisational performance and progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at the end of the third quarter (April-December 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 3 Integrated Performance and Finance reports Cabinet considered on the 16th February. 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.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary table is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 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 continues to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan are under review in preparation for the 2023/24 reporting to begin.
- 1.6 Overall, the Council's performance has seen an improvement in performance compared with the Quarter 2 position and is now closer to the Quarter 1 position in terms of percentages, although assessed against significantly more reported KBMs. The encouraging position is in spite of the 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 improved considerably in Quarter 3 from Quarter 2.

- 1.7 There are 24 KBMs in total that are in the remit of this Committee and 16 KBMs are being reported at Quarter 3. For the KBMs available for reporting, the following table indicates an assessment of performance comparing previous Quarters:

Quarter	On Track	Not on Track
1	45% (5)	55% (6)
2	50% (6)	50% (6)
3	69% (11)	31% (5)

- 1.8 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal accessible through this [link](#).

- 1.9 There are some key emerging themes highlighted by this report, including:
- Increasing demand being reported in services, specifically in the People Directorate and Business & Customer Services, such as the Local Welfare Scheme, Customer Service Centre, Brokerage and Family Support Workers; and
 - Capacity and workload issues are impacting delivery across the organisation. Through the YourSay survey and Big Conversations, workload has been highlighted by colleagues and forms a priority in terms of actions. 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 and in paragraph 4.6 of the Management of Human Resources section in the full Cabinet report. Given the significant and growing financial/ inflationary pressures, there is no easy solution to these strategic workforce issues, which are being actively considered by the HR Strategy team.

- 1.10 Notable aspects of positive performance for specific measures include:
- No. of children subject to a Child Protection Plan, which has seen figures continue to reduce this Quarter, following consistently high and above target numbers since November 2021;
 - % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET), which has remained at or below the target figure despite current economic pressures;
 - % of 16-17 years olds participating in education and training, which is showing strong performance in Warwickshire when compared to figures for England, the West Midlands and statistical neighbours; and
 - Both the % uptake of places for eligible 2 year olds and % of children accessing 3 & 4 year old entitlement have remained high, demonstrating successes in these areas.

- 1.11 The main performance challenges relate to:
- The % of in year applications that have a school place offered within the target deadline of 10 school days, and % of in year applications that have a school place offered within the statutory deadline of 15 school days, which are both demonstrating lower levels than expected due to a new system being introduced last year. It remains an area of focus for improvement activity and encouragingly performance has improved month to month, with December achieving levels of 82% and 92% respectively.
- 1.12 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.
- 1.13 At the end of Quarter 3, for the Integrated Delivery Plan (IDP) 61% of activities are On Track to achieve their objectives within the set timeframes. 19% of activities are At Risk or Compromised, 19% Completed and a further 1% are yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.14 One of the Council's 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 most significant risks relate to the ability to deliver the Special Educational Needs and Disabilities Written Statement of Action, and the impact of Covid on learning outcomes.
- 1.15 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy 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.
- 1.16 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 uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.17 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.

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 which will include Levelling Up and the Cost-of-Living priorities and will be accessible by April 2023.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [Performance Report](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal.
- 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 24 KBMs in total that are in the remit of this Committee. Of the 16 KBMs which are being reported at Quarter 3, 11 (69%) are On Track and 5 (31%) are Not on Track. Three measures have seen a significant improvement this Quarter and have moved to On Track; see 2.6.
- 2.6 All 16 reported measures have a forecast projection from the responsible Service for the forthcoming period. 11 are forecast to stay On Track; with 1 declining, 3 remaining static and 7 improving. The 5 that are Not On Track at Quarter 3 are expected to remain as Not On Track for Year End. 4 of these measures will have improving performance but 1 will be declining.
- 2.7 12 KBMs were reported on at Quarter 2. It was forecast that 6 would be On Track at Quarter 3, with 6 Not on Track. Performance has materialised broadly as expected for those forecast last Quarter and being reported on in Quarter 3. Three measures that were forecast to be Not on Track are On Track this Quarter due to concentrated improvement activity, these are:
- The number of children subject to a Child Protection Plan;
 - The number of children with an open Child in Need category including Child Protection Plans and Children in Care, and;
 - The number of children in care excluding unaccompanied asylum-seeking children.

Aside from these measures the Service projections made at Quarter 2 for Quarter 3 were largely accurate so it is anticipated that the forecast Year End position made now will be accurate also.

- 2.8 As an agile approach is being taken to the new Performance Management Framework and the changes as agreed by Cabinet at Quarter 2 have been reflected at Quarter 3 and includes, for the remit of this Committee, the addition of two new measures to monitor the school admissions process.

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 205 actions within the Integrated Delivery Plan, 57 are attributable to the Children’s Social Care OSC. At the end of Quarter 3 34 (61%) of activities are On Track to achieve their objectives within the set timeframes. 8 (14%) of activities are At Risk, 3 (5%) are Compromised and a significant 11 (19%) have now been Completed and a further 1 (1%) are yet to start, with any exceptions covered in Appendix 2.
- 3.4 Proposals for the Family Hub at the Wheelwright Lane Centre are being discussed by Corporate Board and this activity is now reporting as compromised.

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 [Finance Monitoring Report](#) presented to Cabinet on 27th January 2023.

Metric	Target	Performance at Quarter 3 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	2.1% overspent

The headline revenue overspend reported at Quarter 3 is £1.7m (2.1%), however, specific funding has been set aside to be transferred to earmarked reserves. Once these factors are considered the adjusted forecast position is £1m (1.2%)

Performance against the approved savings target as measured by forecast under/overachievement	100%	61% 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

5.1 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 13 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
- The impact of Covid upon learning outcomes

5.4 Mitigating actions are in place in respect of these risks 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. In respect of Covid impacts on learning outcomes, actions include strategic alignment of existing teams to focus on the share objectives of reducing the numbers of children without a school place, and the county wide focus on levelling up.

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

6.1 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 16th February 2023](#)

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