

# Children & Young People Overview & Scrutiny Committee

19<sup>th</sup> September 2023

## Council Plan 2022-2027 Integrated Performance Report Quarter 1 2023/24

**Period under review: April 2023 to June 2023**

### Recommendations

That the Committee considers and comments on Quarter 1 2023/24 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 Quarter 1 (April 2023 - June 2023) 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 1 Integrated Performance and Finance reports presented to Cabinet on 14<sup>th</sup> September. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk:
  - performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and [Appendix 1](#);
  - progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within [Appendix 2](#);
  - management of Finance is summarised in Section 4 and more fully presented in [Appendix 3](#); and
  - management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables Overview and Scrutiny Committees to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the [Performance Portal](#) in Power BI to further monitor performance on an ongoing basis.
- 1.3 The approach to strategic performance reporting continues to evolve to ensure that the organisation stays focussed on delivering against the agreed strategic

priorities. Services use a wealth of detailed data and intelligence to monitor ongoing performance, quickly identifying and responding to emerging issues and risks. In addition, we continue to closely monitor the national drive to performance reporting such as Oflog, actively seeking opportunities to inform future direction that will enhance our own approach.

1.4 There are some key themes that emerged last year that continue to be highlighted in the Cabinet report, and are impacted by WCC’s current operating environment, including:

- increasing demand and costs being reported in Children & Families Services, Adult Social Care, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
- increasing demand is resulting in the capacity and workload issues, which have a further impact on delivery across the organisation, evidenced through staff feedback and addressing this is acknowledged as a high priority for the organisation;
- difficulties in recruiting and retaining staff in a highly constrained national and local labour market were highlighted throughout 2022/23 and although overall there has been some improvement issues remain within specific service teams for example Children & Families, On-call firefighters, Waste & Environment, Schools, and Planning; and
- other services have specific challenges such as staff absence levels in Business & Customer Services, Children & Families and Adult Social Care.

Planned improvement activity to address these issues is described in section 4 of the 14<sup>th</sup> September Cabinet report.

1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 88 are available for reporting in Quarter 1. There are 28 KBMs within the remit of this Committee, and 18 KBMs are available for reporting this Quarter. Table 1 below indicates the current assessment of performance:

Quarter	On Track	Not on Track
1	55.5% (10)	44.6% (8)

Table 1

Table 2 below indicates the Direction of Travel (retrospective comparison), however, please note not all measures have a status e.g. where they are new and there is no previous baseline:

Quarter	On Track			Not on Track		
	Improving	Static	Declining	Improving	Static	Declining
Direction of Travel	50%(5)	40%(4)	10%(1)	38%(3)	24%(2)	38%(3)

Table 2

Table 3 below indicates the future projection forecast for the next reporting period:

Quarter	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
		40%(4)	60%(6)	0	50%(4)	25%(2)

Table 3

- 1.6 At Quarter 1, with a refreshed PMF, the overall position is worse when comparable to that reported at Year End where 68% KBMs were reported as On Track and 32% Not on Track. This position reflects the volatile, uncertain, and high-risk operating environment.
- 1.7 Appendix 1 details information for all measures within the PMF, including reasons why some measures are not being reported. Detailed measure-by-measure performance reporting is accessible through the Performance Portal.
- 1.8 The position is also positive in terms of delivery of the 46 Children and Young People actions set out in the Integrated Delivery Plan, with 78% being On Track, 20% At Risk or Compromised and 2% Complete.
- 1.9 At the end of Quarter 1 the service is reporting an unprecedented level of overspend of £10.673m (after the use of earmarked reserves is taken into account) equivalent to 13% of its revenue budget. This is primarily driven by and related to two main areas: children's placements (including WCC Homes) and staffing. Savings targets are forecast to be under-achieved by £1.5m whilst the delivery of current capital schemes remains on target. The forecast overspend is being addressed with unprecedented seriousness and effort by the Director and SLT. Details of the forecast as well as the management action included in the Q1 Finance monitoring Report and annexes.
- 1.10 One of the Councils 19 strategic risks relates to Children and Young People OSC more directly and currently has a red status (Special Educational Needs and Disabilities resources are insufficient meet demand), and three other red rated strategic risks relating to inflation and the cost of living, the economy and key influences on local government including Government policy changes may impact on service provision and service demand. At service level two risks are rated red and have been higher than target for 3 quarters, those being: unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required timescales and the impact of Covid upon learning outcomes.
- 1.11 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 factors, including industrial action across many sectors, the legacy impact of the Pandemic, and

the ongoing war in Ukraine, high inflation, rising interest rates and the resulting fiscal challenges are impacting the Communities of Warwickshire.

- 1.12 Such an unprecedented combination of events at a global and national level creates 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 the approach to developing national policy, particularly Adult Social Care reform, levelling up agenda, support for cost of living pressures and climate change Net Zero ambitions.
- 1.13 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Recent analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the updated Performance Management Framework.

## **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 themes that will help the Council to be known as 'a Great Council and Partner'. The full performance summary is contained in Appendix1.
- 2.2 Comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the Performance Management Framework. Where applicable, some performance figures may now have been updated on the Power BI reporting system. The number of reportable measures will change each quarter as the framework considers the availability of new data.

- 2.3 Of the 18 KBMs which are being reported at Year End, 55.5% (10) are On Track and 44.6% (8) are Not on Track.
- 2.4 Notable aspects of positive performance for specific measures include:
- the number of children subject to a Child Protection Plan, which despite an increase in June have now returned to a longer-term normal level and, although the target has been reduced from the start of this reporting year, it is being achieved.
- 2.5 The main emerging performance area that is becoming apparent within the PMF this Quarter relates to the 'Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children' Area of Focus, which has experienced a change since Year End with 5 of the 6 measures now Not on Track due to an increase in demand from people requesting and accessing services within the period. It should be noted that targets have been reviewed this year and are more challenging, however even if historical targets had been rolled forward the position would be the same, full details can be found within Appendix 1 and the Performance Portal.
- 2.6 For all 18 reporting measures there is enough trend data available to ascertain a Direction of Travel. 55.5% (10) of measures have a Direction of Travel that is On Track, the majority (90%) of which are either improving or static. Conversely, 8 (44.5%) are Not on Track, the majority (62.5%) of which are either static or improving with the remainder declining (see table 2).
- 2.7 All 18 KBMs have a forecast projection from the responsible service for the forthcoming period (see table 3). Of the measures that are forecast to be On Track at Quarter 1, all are forecast to improve or remain static in that position. Of those that are forecast to be Not on Track, the majority are forecast to improve or remain static, two are forecast to decline further at the next reporting period, full details can be found within [Appendix 1](#) and the [Performance Portal](#).

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 KBMs are in the same position with performance being Not on Track as assessed against high targets of 95% and 100% respectively. Overall performance has continued to improve since summer last year but is projected to decline over the next quarter as there is a temporary move back to the manual allocation process from the auto allocation method whilst some system glitches are resolved.

- 2.8 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are reported within a dashboard informing the ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics. A summary of position will be included in the Year End Integrated Performance Report.

### 3 Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the agreed 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 206 actions within the Integrated Delivery Plan, 46 are attributable to the Children’s Social Care OSC. At the end of this Quarter 78% of activities are On Track to achieve their objectives within the set timeframes. 13% of activities are At Risk, 7% are Compromised and 2% have now been Completed. Exceptions are covered in Appendix 2.

### 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 Quarter 1 Finance Monitoring Report presented to Cabinet on 14<sup>th</sup> September 2023.

Metric	Target	Performance at Q1 2023/24
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	14.3% overspent

The headline revenue forecast reported at the end of the end of the first quarter is £11.705m (14.3%), however, once funding has been transferred from earmarked reserves, the adjusted remaining service variance is £10.673m (13%%).

Performance against the approved savings target as measured by forecast under/overachievement	100%	47%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	0%

## 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 19 strategic risks are monitored and currently one strategic risk directly relates to the remit of this Committee and is currently rated as a high risk.
- Special Educational Needs and Disabilities resources are insufficient to meet demand.
- 5.2 Mitigating controls 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. Programme and project management controls are also in place and a review of the SEND change programme is being undertaken. Additional activity aimed at understanding the root causes driving the growth in demand is being undertaken.
- 5.3 Other strategic risks rated red may 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. There is also a strategic risk which is red, relating to uncertainty in the key influences on local government including Government policy changes. Mitigating controls and actions are in place to help manage these risks.
- 5.4 At a service level there are 14 risks recorded against services relating to Children and Families and Education Services. This report highlights key risks at service level and specifically where risks are red (high risk) and the risk level has been higher than the risk target for 3 quarters or more and currently three points or more above target. To highlight the key risks, a table of both red risks and red risks above target is provided at [Appendix 4](#).
- 5.5 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
- 5.6 Mitigating controls are in place in respect of these risks including that the Written Statement of Action was assessed as fit for purpose by the 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 shared objectives of reducing the numbers of children without a school place, and the county wide focus on levelling up.

5.7 Over the course of the summer period, the risk appetite statements will be refreshed along with other aspects of the process to ensure they are fit for purpose. There is also an opportunity to refresh the risk records to ensure that the most significant risks are captured at a strategic and service level. This will also ensure that risks are reflective of the priorities and Integrated Delivery Plan and that appropriate mitigations are in place. Over time this will influence the volume and value of risks presented.

## 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 14<sup>th</sup> September 2023

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