

# Children and Young People Overview & Scrutiny Committee

17<sup>th</sup> September 2024

## Council Plan 2022-2027 Integrated Performance Report Quarter 1 2024/25

### Recommendations

That the Children and Young People Overview and Scrutiny Committee considers and comments on Quarter 1 2024/25 organisational progress against the Council Delivery Plan, performance, management of finances and risk.

### 1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 1, April 2024 – June 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, finance, and risk enabling scrutiny and transparency for the organisation, partners, and the public:
  - progress against the Council Delivery Plan (CDP) is summarised in Section 2 and more fully presented within [Appendix 1](#);
  - performance is assessed against the Key Business Measures (KBM) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
  - management of Financial resources is summarised in Section 4 and the summary dashboard is 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 also enables Overview and Scrutiny Committees to consider performance within their own remits. All Members have access to the CDP and PMF using the [Performance Portal](#) in Power BI to monitor performance.
- 1.3 The approach to strategic performance reporting continues to evolve and reflect the Council's key priorities and pressures. Members will be aware of the wealth of information and data available at both strategic and service levels. In addition, Oflog (Office for Local Government) is developing a suite of metrics for the sector. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data, including reference to Oflog metrics.
- 1.4 In April Cabinet agreed the new CDP and PMF which have both been simplified to focus on the key priorities ensuring we grip and improve the drivers of cost pressures to maintain service and financial resilience. This

report is a summary of progress on deliverables and performance measures as detailed in the CDP.

- 1.5 Of the 61 activities listed in the CDP 10 are attributed to Children and Young People OSC. Quarter 1 results show a mixed start to the year with 60% (6) of these on track with 30% (3) at risk and 10% (1) Compromised. [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 55 of which are available for reporting at Quarter 1. There are 17 KBMs within the remit of this Committee, and 10 are available for reporting this Quarter, the other 7 are new and due for reporting later in the year. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	70% (7)	30% (3)

Table 1

Positively, considering trend information for measures reported at Quarter 1 as On Track, performance is improving or static for the 5 where enough historic data is available. Conversely, for the 1 KBM (% Education Health Care plans completed within 20 weeks) that has a current status of Not on Track and enough trend data to ascertain a direction of travel, the trend has been declining. The forecast position for the next reporting period is that overall, the position will remain stable however a significant proportion of measures are forecasting improvement in their individual performance.

- 1.7 At Quarter 1 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with strong trend and future forecast. This is set against the challenges of the current operating environment, which include a prolonged period of uncertainty including the impact of global instability, market failures, high demand and market pressures in social care, children’s and education services leading to significant financial pressures necessitating a mitigation plan, and wider resourcing challenges. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.8 At the end of Quarter 1, the Services are reporting a net service overspend of £10.365m (after the use of earmarked reserves is taken into account) equivalent to 10% 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 £2.5m whilst the delivery of current capital schemes remains varied with 5.68% of Children’s schemes and 24.07% of Education schemes delayed. Details of the forecast as well as the planned management action are included in the Quarter 1 Finance monitoring Report and annexes.
- 1.9 Of the nine strategic risks, three are rated red or high level. An additional strategic risk more directly relates to Children & Young People Overview &

Scrutiny Committee and this is not exclusive. Further detail is included in Section 5 below.

- 1.10 At Service level there are 9 risks relating to Children and Young People services and one key risks is highlighted which is red (high risk) and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target.
- 1.11 The Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of our work. A challenging financial outlook in the short- to medium-term is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about medium-term national policy direction in several key areas of our work. Performance reporting will continue to track and highlight our delivery and performance and inform prioritisation of activity and resources.

## **2. Performance against the Council Delivery Plan**

- 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 CDP aligns priority activity from across all Service areas against the areas of focus within the Council Plan 2022-27. It shows how activity across Services collectively contributes to delivering these priorities.
- 2.2 Of the 61 activities listed in the CDP 10 are attributed to Children and Young People OSC. Quarter 1 results show a mixed start to the year with 60% (6) of these on track with 30% (3) at risk and 10% (1) Compromised. Appendix 1 gives more information about progress.

## **3. Performance against the Performance Management Framework**

- 3.1 The Council Delivery Plan outlines deliverables under each Area of Focus and KBMs have been assigned to measure impact, a full performance summary against all KBMs is contained in Appendix 2 and more comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the PMF. 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.
- 3.2 Of the 10 KBMs available for reporting at Quarter 1, 70% (7) are reported as being On Track and 30% (3) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
  - The number of children open to an Early Help Pathway is at 3,046, against an ambitious target of 3,200, and has been steadily improving over the last four years, more than doubling from 1,469 in Quarter 1 2020/21. The

forecasted trajectory is a further increase in numbers. The aim of Early Help is to offer the right support at the right time so that problems are less likely to escalate to a point where a child becomes vulnerable or in need; this strategic approach to children's services will be further developed by the Council's selection as a Wave 2 pilot in the Department for Education's Families First For Children programme.

- 3.4 There are several performance challenges this Quarter:
- The number of Safe Accommodation units delivered in Quarter 1 is 11, which is behind the minimum number of 18 units expected by this point. Delays are due to reasons including difficulties in sourcing properties and delays with conveyancing. Close monthly monitoring continues with the commissioned provider, and it is expected that performance will improve, with 20 units live across the county forecast by the end of Quarter 2; and
  - The % of Education Health Care plans (EHCP) completed within 20 weeks has been declining over the past year, falling to 16% at Quarter 1. This is due to increasing demand and a backlog of EHCPs to process. A review is underway to assess opportunities to improve current processes, but the fundamental challenge is extremely high levels of demand and lack of capacity within the wider system.
- 3.5 Within the current PMF there are 6 measures of the 10 available for reporting to this Committee where there is enough trend data available to ascertain a direction of travel. 83.3% (5) of measures have a trend that is On Track, all of which are either improving or static. Conversely, 16.7% (1) are Not on Track, and the trend for this measure has been declining over time.
- 3.6 Within the current PMF all 10 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 1 status of On Track, 57.1% (4) are forecast to improve and 42.8% (3) are forecast to remain static in that position for the next reporting period. Of the 3 KBMs that are forecast to be Not on Track, 2 measures are forecast to improve at the next reporting period and the other is forecast to remain static.
- 3.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but is not solely responsible for, are reported in a State of Warwickshire reporting [dashboard](#) which includes Creating Opportunities and Cost-of-Living metrics.

## **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 5th September 2024.

Metric	Target	Performance at Q1 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	10.0% overspent

Table 2

- 4.2 The net revenue forecast reported at the end of Quarter 1 is £10.365m (10.0%). The headline overspend forecast of £12.130m (11.7%) shows the position before funding has been transferred from earmarked reserves.

Performance against the approved savings target as measured by forecast under/overachievement	100%		26%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Children & Families	-5.68%
		Education	-24.07%

Table 3

## 5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic level and also at service level. At the strategic level the following red or high level risk, after taking account of current mitigations, is more directly related to Children & Young People (CYP) services:
- *Mismatch between demand and resources.*
- 5.2 Other strategic risks rated red may also impact on CYP services, in particular the risk relating to *a possible cyber attack being successful*, which has the potential to impact all service areas across the Council. At a service level there are 9 risks recorded in service areas relating to CYP. There is one key risk highlighted, which is red (high risk) and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target, a table illustrating this information is provided at [Appendix 4](#). There are no additional red risks.
- 5.3 Mitigating controls are in place for all risks and includes receipt of £1m funding from the Department for Education (DfE) to ensure the Delivering Better Value (DBV) programme is delivered. The programme has now commenced but it has not yet delivered the anticipated impact. Close working has been established between teams e.g. Finance and Education, and teams continue to lobby Government officials as do peers, this being a national issue. The Council has been successful in securing Pathfinder Wave Two funding to support change to Childrens services to focus on early intervention. Monitoring of the demand pressures and how those needs are met continues to be a challenge for all parties.

## 6. Financial Implications

6.1 Other than the content of Section 4, there are none specific to this report.

## 7. Environmental Implications

7.1 There are none rising directly from this report.

### Appendices

Appendix 1 – Progress on the Council Delivery Plan

Appendix 2 – Quarterly Performance Report

Appendix 3 – Management of Finance

Appendix 4 – Management of Risk

### Background Papers

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