

# Children and Young People Overview & Scrutiny Committee

26<sup>th</sup> November 2024

## Council Plan 2022-2027 Integrated Performance Report Quarter 2 2024/25

### Recommendation

That the Children and Young People Overview & Scrutiny Committee (the Committee) considers and comments on Quarter 2 2024/25 organisational progress against the Council Delivery Plan, performance, management of finances and risk in relation to those areas within its remit.

### 1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 2, April 2024 – September 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027 relevant to the Committee. 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 (KBMs) 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 The CDP and PMF were both recently refreshed and have been simplified to focus on the key priorities ensuring we maintain or improve service provision in those areas that are drivers of cost pressures thus gaining financial resilience. This report is a summary of progress on deliverables and performance measures as detailed in the CDP.
- 1.3 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.

- 1.4 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.
- 1.5 Of the 59 activities listed in the CDP 10 are attributed to Children and Young People OSC. Quarter 2 results show 50% (5) of these On Track with 30% (3) At Risk and 20% (2) now Complete, [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 2. There are 15 KBMs within the remit of this Committee, and 14 are available for reporting this Quarter, the other 1 is new and due for reporting at Quarter 3. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	70% (7)	30% (3)
Quarter 2	85.7% (12)	14.3% (2)

Table 1

Positively, considering trend information for measures reported at Quarter 2 as On Track, performance is improving or static for the 6 where enough historic data is available. For the 2 Not on Track KBMs, one has been declining and the other improving. 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 2 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with a trajectory to further improve at the next reporting period. 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. The financial pressures evident at Quarter 1 necessitated a financial mitigation strategy, and wider resourcing challenges which have helped stabilise the in-year position although, in common with the whole sector, significant medium-term financial challenges remain. [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 2, Children and Families and Education Services are reporting a net service overspend of £5.808m (after the use of earmarked reserves is taken into account) equivalent to 5.1% of its revenue budget. This is primarily driven by and related to two main areas: children’s placements (including WCC Childrens Homes) and staffing. Savings targets are forecast to be under-achieved by £2.461m whilst the delivery of current capital

schemes remains varied with 5.29% of Children's schemes and 13.12% of Education schemes delayed. Details of the forecast as well as the planned management action are included in the Quarter 2 Finance monitoring Report and annexes.

- 1.9 Of the nine strategic risks, two are linked to the work of this committee. Further detail is included in Section 5 below.
- 1.10 At a service level there are 10 risks recorded in service areas relating to the Committee. Inherent risk levels are high for Children's & Education, but controls reduce this – with three risks reducing from red to amber.
- 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. Resourcing challenges are both financial and workforce, reflecting 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 59 activities listed in the CDP 10 are relevant to the Committee. Quarter 2 results show 50% (5) of these On Track with 30% (3) at risk and 20% (3) now complete, Appendix 1 gives more information about progress.
- 2.3 Notable areas of progress this quarter include:
  - On 1st September 2024 the new Multi-Agency Safeguarding Arrangements went live, enabling improved outcomes for children locally across all levels of need and all types of harm and contributing to our Area of Focus "Deliver our Child Friendly Warwickshire strategy -heard, safe, healthy, skilled, happy children".
  - A five-year plan has been agreed for capital investment to provide additional school places to ensure we have sufficient capacity in the right locations. This is a significant contribution to our Area of Focus "Through education, improve life opportunities for children, young people and those with special educational needs".

2.4 Challenges being seen this quarter relate to the following:

- The provision of the Teleton Academy, which contributes to the Area of Focus “Through education, improve life opportunities for children, young people and those with special educational needs” is delayed by the Department for Education (DfE), who are responsible for the funding, commissioning and delivery of the school. The Service are in touch with the DfE to glean further information about what that means in terms of delivery timescales

### **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 14 KBMs available for reporting at Quarter 2, 85.7% (12) are reported as being On Track and 14.3% (2) being reported as Not on Track.

3.3 Notable aspects of positive performance for specific measures include:

- The uptake of early education/childcare entitlements by Warwickshire children is a consistently strong area. From September 2024 a new entitlement was introduced for working parents of children from the age of 9 months to access 15 hours of funded childcare per week. Early uptake figures for Warwickshire are strong, with 87% (or 2,948 out of 3,377) of eligible children using this entitlement. This is in line with early national average data for this metric that has been shared by the Department for Education; and
- All required additional class places for pupils at both reception and Year 7 above Pupil Allocation Number (PAN) were created this academic year. Successful delivery was supported by early conversations with schools and all Warwickshire reception and Year 7 applicants were provided with an offer on National Offer Day. For primary school transfer 98.8% of families were awarded one of their first three choice school preferences, above the national average of 98%.

3.4 There are performance challenges this Quarter, most notably:

- The % of Education Health Care plans (EHCP) completed within 20 weeks was highlighted at Quarter 1 and remains an area for improvement activity at Quarter 2. Current performance is at 22% of EHCPs being completed within 20 weeks; this is equivalent to 81 out of 375 plans. This compares

to 16% (32 out of 198) at Quarter 1. There were 1,971 requests for EHC assessments in the calendar year 2023 compared with 1,418 the year before - a 39% increase. The highest ever number of requests was received in July 2024, at 231. Current performance is due to the very significantly increasing demand and a backlog of EHCPs to process. A process review has taken place to optimise ways of working whose recommendations are being implemented, but these can only mitigate the fundamental challenge of the rapidly increasing levels of demand.

- 3.5 Within the current PMF there are 8 measures of the 12 available for reporting to this Committee where there is enough trend data available to ascertain a direction of travel. 6 of these measures have a trend that is On Track, all of which have been either improving or static. For the 2 Not on Track KBMs, one has been declining (% Education Health Care plans completed within 20 weeks) and the other improving (No. of children open to an Early Help Pathway).
- 3.6 Within the current PMF all 12 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 2 status of On Track, 66.7% (8) are forecast to improve and 33.3% (4) are forecast to remain static in that position for the next reporting period. Of the 2 KBMs that are currently Not on Track, at the next reporting period 1 measure is forecast to improve 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 2 Finance Monitoring Report presented to Cabinet on 14th November 2024.

Metric	Target		Performance at Q2 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Children & Families	5.4% overspent
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Education	1.7% overspent

Table 2

4.2 The net revenue forecast reported at the end of Quarter 2 is £5.808m (5.1%). The headline overspend forecast of £7.096m (6.2%) shows the position before funding has been transferred from earmarked reserves.

Performance against the approved savings target as measured by forecast under/overachievement	100%	Children & Families	100% forecast to deliver
Performance against the approved savings target as measured by forecast under/overachievement	100%	Education	26% forecast to deliver
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Children & Families	-5.29%
		Education	-13.12%

Table 3

## 5. Management of Risk

5.1 In September 2024, responsibility for the risk management framework and associated reporting transferred to the Corporate Policy Unit. The move reflects an opportunity to strengthen the alignment between strategic foresight, risk management and strategy development. Ahead of the start of 2024/25 financial year the WCC Risk framework underwent a period of refinement which included:

- Refresh of the Strategic Risk Management Framework (approved by Cabinet in January 2024);
- Refresh of the Strategic risks in 2023-24 (now reporting for the 5th quarter);
- Reassessment of risk appetites and associated risk themes (conducted in Quarter 3 and agreed in Quarter 4 2023/24);
- Completion of an assurance exercise with peer authorities;
- Completion of the moved to the simplified risk score calculation; and
- Gap analysis and deep dive work for the strategic risks.

5.2 During September 2024 a revised approach has been developed which:

- Creates a clearer 'aggregate' view of risk at organisational and directorate level;
- Places greater emphasis on ownership, analysis and oversight by each DLT and risk owners; and

- Creates an opportunity to address ‘remedial action’ ahead of reporting to Members.
- 5.2 Risks are monitored in risk registers at a strategic level and also at service level. At the strategic level the following risks are more directly related to Children’s & Young People services:
- Mismatch between demand and resources; and
  - Being unable to keep children & vulnerable adults safe.
- 5.3 Other strategic risks rated red may also impact on Children and Young People (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.
- 5.4 At a service level there are 10 risks recorded in service areas relating to CYP. Inherent risk levels are high for Children’s & Education, but controls reduce this – with three risks reducing from red to amber. Six out of ten risks are on target. Two risks (SEND- CYP 8 and Education provision – CYP 6) are exceeding target for 3 quarters by more than 3 points. SEND and the high needs block remains the highest residual risk (CYP 5).
- 5.5 Red or those risks trending above target for more than three successive months will be highlighted for review in Quarter 3. Additional information is provided at [Appendix 4](#)

## 6. Financial Implications

- 6.1 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

Role	Name	
Report Author	Vanessa Belton, Business Intelligence Service Manager (Performance and Quality)	<a href="mailto:vanessabelton@warwickshire.gov.uk">vanessabelton@warwickshire.gov.uk</a>
Directors	Zoe Mayhew,	<a href="mailto:zoemayhew@warwickshire.gov.uk">zoemayhew@warwickshire.gov.uk</a>

	<p>Director of Health &amp; Commissioning  Johnny Kyriacou,  Director of Education  Dr Shade Agboola,  Director of Public Health  John Coleman,  Director of Children &amp; Families</p>	<p><a href="mailto:johnnykyriacou@warwickshire.gov.uk">johnnykyriacou@warwickshire.gov.uk</a></p> <p><a href="mailto:shadeagboola@warwickshire.gov.uk">shadeagboola@warwickshire.gov.uk</a></p> <p><a href="mailto:JohnColeman@warwickshire.gov.u">JohnColeman@warwickshire.gov.u</a></p>
Executive Directors	<p>Nigel Minns,  Executive Director for Children and Young People  Becky Hale,  Executive Director for Social Care and Health</p>	<p><a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a></p> <p><a href="mailto:beckyhale@warwickshire.gov.uk">beckyhale@warwickshire.gov.uk</a></p>
Portfolio Holders	<p>Cllr Sue Markham,  Portfolio Holder for Children &amp; Families  Cllr Margaret Bell,  Portfolio Holder for Adult Social Care &amp; Health  Cllr Kam Kaur,  Portfolio Holder for Education</p>	<p><a href="mailto:suemarkham@warwickshire.gov.uk">suemarkham@warwickshire.gov.uk</a></p> <p><a href="mailto:cllrbell@warwickshire.gov.uk">cllrbell@warwickshire.gov.uk</a></p> <p><a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a></p>