

Children and Young People Overview & Scrutiny Committee

25 February 2025

Council Plan 2022-2027 Integrated Performance Report Quarter 3 2024/25

Recommendations

That the Committee considers and comments on Quarter 3 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 3, April 2024 – December 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 (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 This summary report also enables Overview and Scrutiny Committees (OSC) 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, and emerging national metrics. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data.

- 1.4 Of the 57 activities listed in the CDP 7 are attributed to Children and Young People OSC. Quarter 3 results show 86% (6) of these On Track with 14% (1) At Risk, [Appendix 1](#) gives more information about progress.
- 1.5 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 3. 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 Year End. 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)
Quarter 3	85.7% (12)	14.3% (2)

Table 1

When reviewing trend information for measures reported at Quarter 3 as On Track, performance has either been improving or static for the 8 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.

- 1.6 At the end of Quarter 3, the Services are reporting a net Service overspend of £7.267m (after the use of earmarked reserves is taken into account) equivalent to 6.3% 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 £2.461m whilst the delivery of current capital schemes remains varied with 0% of Children's schemes and 11.83% of Education schemes delayed. Details of the forecast as well as the planned management action are included in the Quarter 3 Finance monitoring Report and annexes.
- 1.7 Of the nine strategic risks, seven are linked to the work of this committee. Further detail is included in Section 5 below.
- 1.8 At a service level there are 9 risks recorded in service areas relating to CYP. Inherent risk levels are high for Children's & Education. One risk was closed this quarter as a result of mitigations.
- 1.9 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 57 activities listed in the CDP 7 are attributed to Children and Young People OSC. Quarter 3 results show 86% (6) of these On Track with 14% (1) at risk, Appendix 1 gives more information about progress.
- 2.3 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 relevant to 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. The number of reportable measures will change each quarter as the framework reflects the availability of new data.
- 3.2 Of the 14 KBMs available for reporting at Quarter 3, 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 % of children and young people with an Education Health and Care (EHC) Plan attending a mainstream school has reached 37% (2,549 out of 6,887 children); the highest proportion since 2018. As part of the Delivering Better Value (DBV) programme, the Council continues to promote inclusion in mainstream schools and where appropriate place children with EHC Plans in mainstream settings;
 - The DBV programme also focuses on increasing the use of resourced provision across the county. Resourced provision allows children to attend mainstream school whilst accessing specialist provision. This Quarter 81%

(219 out of 272) resourced provision places are being utilised, with places filled in accordance with each child's individual needs; and

- 86% (6 out of 7) of WCC owned children's home placements are occupied. Beechwood House and Acorn Lodge are both at 100% occupancy, and Cherry Tree House is at 75% occupancy, having successfully supported 2 children to return home to their parents' care in December 2024. Utilising WCC owned children's homes means fewer children need to move away from their family and friends when placed in care. It also means WCC can improve the outcomes for children in care.

3.4 There are performance challenges this Quarter, most notably:

- At 30% (67 out of 224), the % of Education Health Care plans (EHCP) completed within 20 weeks remains an area for improvement at Quarter 3, although the percentage figure has slowly increased since Quarter 4 2023/24 from 14%. Performance is due to 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 10 measures of the 14 available for reporting to this Committee where there is enough trend data available to ascertain a direction of travel. 8 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 11 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 3 status of On Track, 58.3% (7) are forecast to improve and 41.7% (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. The other has a status of Not Applicable due to service changes meaning this measure may need to be redefined.

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 3 Finance Monitoring Report presented to Cabinet on 28th January 2025.

Metric	Target	Service	Performance at Q3 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	7.2% overspent
		Education	(2.8%) underspent

Table 2

- 4.2 The net revenue forecast reported at the end of Quarter 3 is £7.267m (6.3%). The headline overspend forecast of £5.849m (5.0%) shows the position before funding has been transferred to earmarked reserves.

Performance against the approved savings target as measured by forecast under/overachievement	100%	Children & Families	26% forecast to deliver
		Education	100% forecast to deliver
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Children & Families	0.00%
		Education	-11.83%

Table 3

5. Management of Risk

- 5.1 Following the adoption of a revised risk management approach in Quarter 2, Corporate Board commissioned a 'deep dive' into all strategic and directorate risks during Quarter 3. All Directorate Leadership Teams, along with risk and control owners were subsequently asked to review their directorate risk registered and the relevant strategic risks, during December 2024. The ask was to complete a full review and update of the detail of all relevant risk detail including title, definition, ownership, controls, rating and where necessary identify risks that could be deleted, merged and new risk added as needed.
- 5.2 Risks are monitored in risk registers at a strategic level and at service level.
- 5.3 At the strategic level the following risks are more directly related to Children and Young People's OSC:
- Mismatch between demand and resources;
 - Business Continuity;
 - Being unable to keep vulnerable children & adults safe;
 - Insufficient skilled and experienced workforce;
 - Cyber-attack;
 - Failure of governance arrangements; and
 - A safe environment may not be sustained.

5.4 At a Service level there are 9 risks recorded in service areas relating to this committee. One risk was closed this quarter relating to insufficient numbers of social workers, following successful implementation of a two-year plan to tackle this. Five risks are currently on target. 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

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