

Cabinet

12 September 2019

One Organisational Plan Quarterly Performance Progress Report Period under review: April to June 2019

Recommendation

That Cabinet consider and comment on the progress of the delivery of the One Organisational Plan (OOP) 2020 for the period April to June 2019.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the Quarter 1 position, 1 April to 30 June 2019.
- 1.2. Key human resources performance is outlined, high level risks to the Council are also highlighted within the report.

2. One Organisational Plan 2020: Strategic Context and Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 58 Key Business Measures (KBMs).

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	24
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	17

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** performance is assessed against a total of 17 KBMs.

2.2 At the end of Quarter 1 point, 64% (37) of KBMs are currently on track and achieving target while the remainder 21% (12) of KBM's are not on track and behind target. 9 KBMs (15%) are either not targeted or reported in arrears. Chart 1 below summarises KBM performance by outcome.

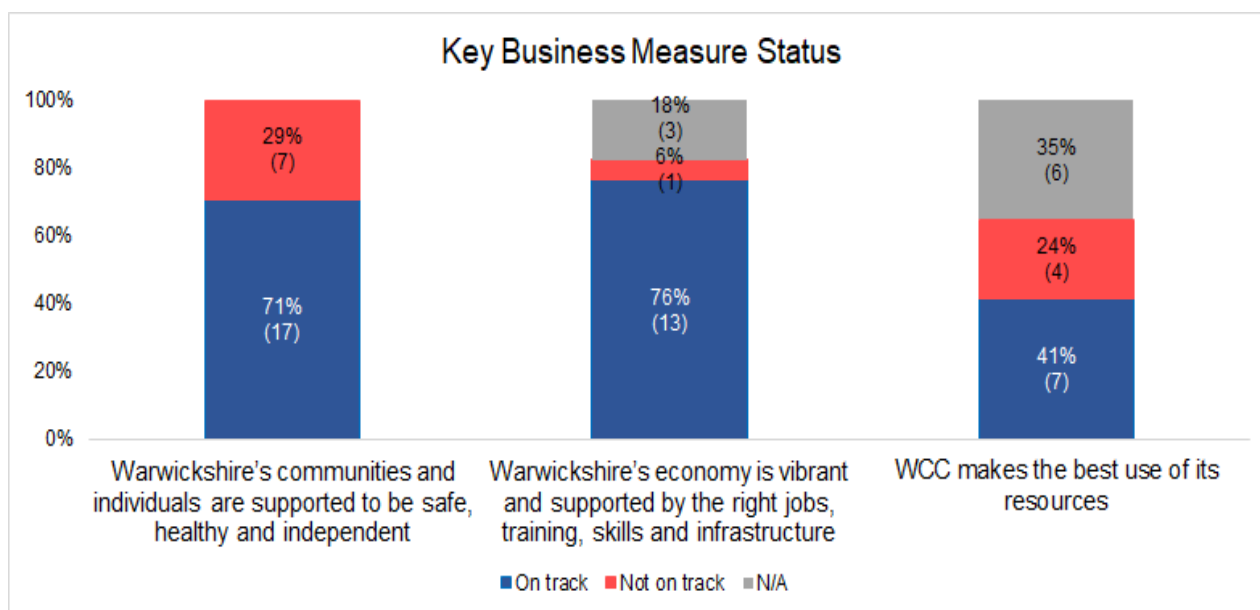


Chart 1

2.3 Of the 64% (37) KBMs on track and achieving target there are several measures where performance is of particular note, including:

- Average daily beds occupied by delayed Warwickshire patients delayed by Social Care where numbers have significantly reduced during the first quarter;
- No. of Child Protection Plans which has remained below target during the first quarter;
- % EHC assessments including exception cases issued within 20 weeks has maintained high performance during the quarter and achieved the best recorded performance in June.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

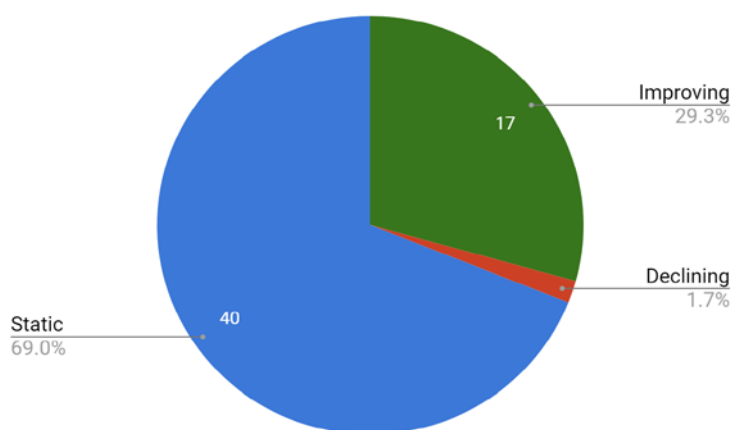


Chart 2

Of the 58 KBMs, 40 are projected to remain static over the next reporting period; 17 are projected to improve and 1 is projected to decline, which is % Capital 'Major' Projects delivered on time. Currently this measure is achieving 100%, compared to the target set of 80%. The service considers that the projection for this measure may decline over the next period as more projects are delivered but should remain above the target set.

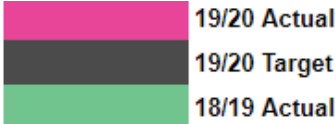



Chart 3 below highlights the KBMs which are currently underperforming alongside the projection for the forthcoming reporting period. Full performance commentary and appropriate remedial action for measures considerably underperforming can be found in section 2.5.

Outcome	Underperforming measures projected to improve	Underperforming measures projected to remain static
Warwickshire's communities and individuals are supported to be safe, healthy and independent	No. of children with an open Child in Need category including Child Protection Plans and Children Looked after	% of eligible population aged 40-74 offered an NHS Health Check who received an NHS Check
	No. of Children Looked After (CLA) excluding unaccompanied asylum seeking children (UASC)	No. of National Diabetes Prevention Programme (NDPP) referrals
	% of women who smoke at the time of delivery across Warwickshire	Rate of total recorded crime per 1,000 population
	% times an appliance arrives at a life risk or property incidents within agreed response standards	
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure		Warwickshire % GVA relative to the UK average
WCC makes the best use of its resources	% of projects on track	% traded income against target
	Average days sickness per full time equivalent	
	% reduction in agency spend	

Chart 3

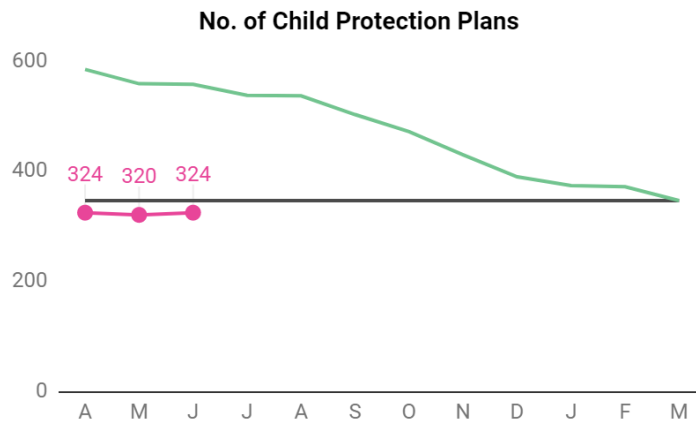
2.5 The following section presents KBMs where significant good performance or areas of concern need to be highlighted. The full set of Outcome Performance Dashboards are included in the Appendix.

One Organisational Plan Key Business Measures Scorecard

	Projection	Is the expected performance projected to improve, decline or remain static over the next reporting period
	DoT	Direction of Travel (DoT) over recent period
	Trend	Trend over longer time period
		Performance Improving
		Performance Declining
		Performance is Steady

Warwickshire's communities and individuals are supported to be safe, healthy and independent

Areas of good progress



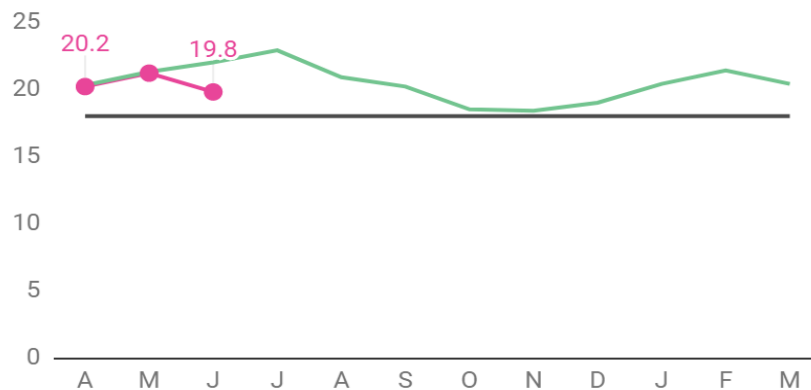
16/17	17/18	18/19	Trend	DoT	Projection
439	564	345			

To be in line with statistical neighbours the service would need to have approximately 394 children subject to child protection plans. As a result of the successful work completed last year to reduce the number of children subject to plans, the service has set a more challenging target of 346, which is currently being achieved.

The service anticipates that further improvement in child protection performance and practice can still be achieved and plan to complete two audits this year which will be focusing on improving quality. The first taking place over the next four weeks is to look

at the number and quality of child protection strategy discussions, as numbers are slightly high in comparison to section 47 child protection investigations and the number of children becoming subject to child protection plans. Later in the year the service will be undertaking one on the plans themselves, as last year's audit found they were not always SMART (Specific, Measurable, Attainable, Realistic and Timely) and included too many assessments as opposed to direct work with families to help solve problems.

Average caseload per FTE (excluding Team Managers) for the 7 Frontline Social Care Children and Families teams



16/17	17/18	18/19	Trend	DoT	Projection
19.2	19.8	20.4	↑	↓	↔

At the end of Quarter 1 the average caseload has reduced in comparison to the previous quarter.

The service is continuing to recruit staff and it is anticipated that by the end of the next quarter performance will improve.

The service continues to have a low number of cases allocated to team managers.

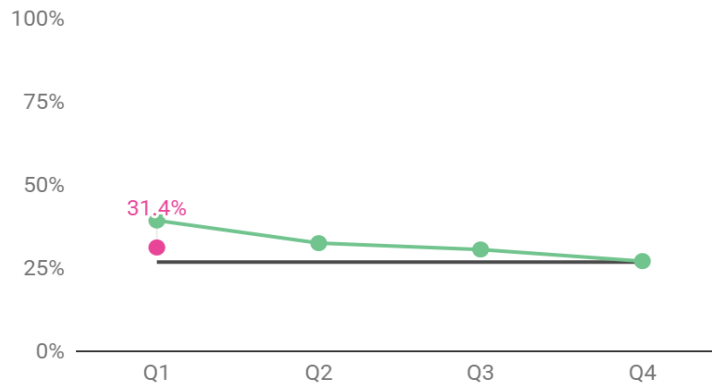
Significant work is being undertaken to stabilise the workforce, including:

- reviewing the workforce pledge to social workers;
- implementing an improved retention strategy;
- celebrating success across the workforce; and
- embedding a new programme of cultural change through Restorative Practice.

The service is also expanding options to attract social workers to the council, for example improving recruitment via Apprenticeships and the Frontline programme and reviewing the social worker career pathway.

Staff turnover for Social Workers reduced from 16% in March 2018 to 15% in March 2019.

% of young offenders who reoffend



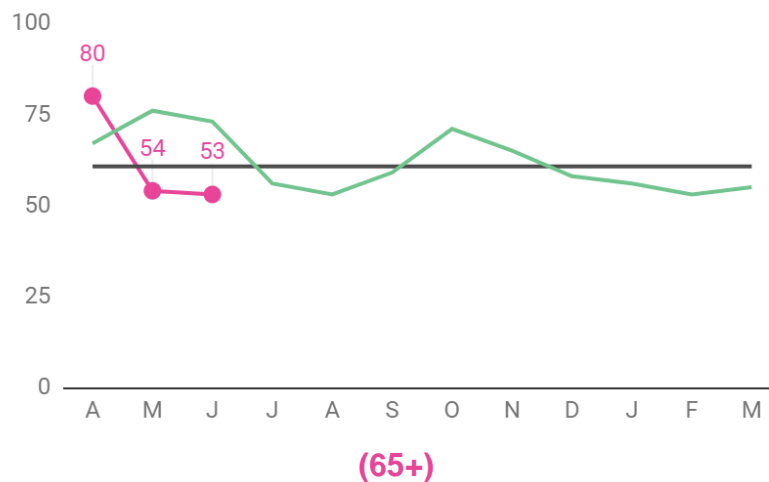
16/17	17/18	18/19	Trend	DoT	Projection
27.9	36.7	27.3	↓	N/A	↔

The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice (MoJ.)

The 12 month reoffending rate for the Apr 2017 - Jun 2017 cohort is presented, this is the latest available data. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range. This is currently at 31.4%, 22 out of a cohort of 70, which compares favourably with both the national average which is 38.4% and the Youth Offending Teams (YOT) family which is 37.9%, the YOT family compares YOTs of similar social demographic characteristics.

Performance for next quarter has been forecast to remain 'static', although please note quarterly performance is based on a different cohort of children every quarter.

No. of permanent admissions to residential or nursing care



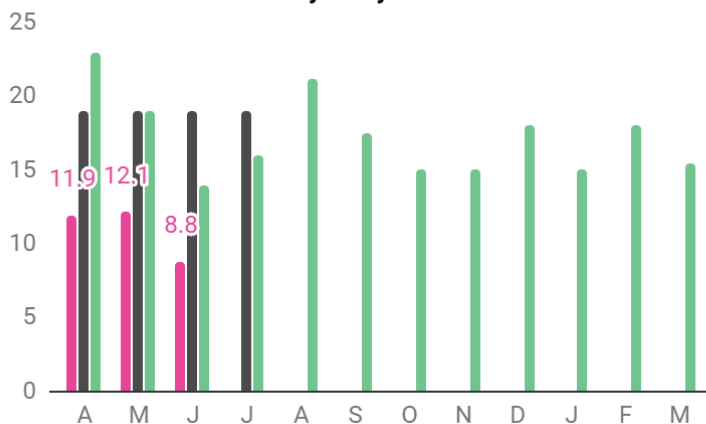
16/17	17/18	18/19	Trend	DoT	Projection
552	696	742	↑	↓	↔

As at Quarter 1 the number of permanent admissions for people aged over 65 is marginally above the Quarter 1 target of 182.

A variety of aspects impact long term admissions into residential and nursing care, including;

- acute trusts have increased the number of level three discharge beds in residential providers. Therefore, more individuals are entering residential care environments in Warwickshire directly from hospital than in previous years. This places pressure on residential care remaining the long-term option as the individual and family become familiar with the environment and not alternatives such as Extra Care Housing or remaining in their own home;
- no new Extra Care Housing schemes have been available for 12 months, with some new availability in 2019 / 20 planned; and
- the duration of individual length of stays within residential and nursing care are increasing.

Average daily beds occupied by delayed Warwickshire patients delayed by Social Care



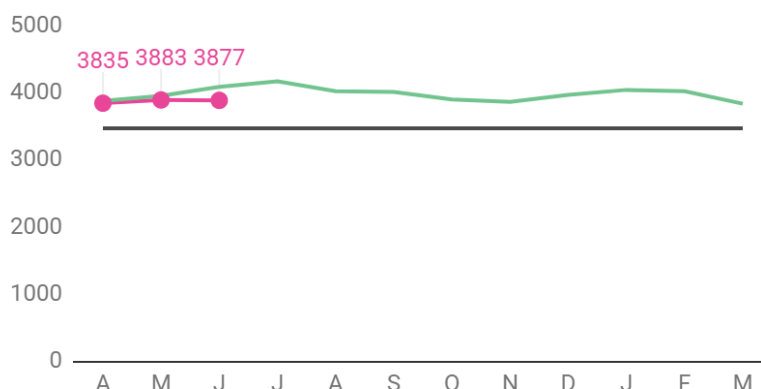
16/17	17/18	18/19	Trend	DoT	Projection
42	27	15	↓	↓	↔

Warwickshire Delayed Transfer of Care (DTC) performance for Social Care is on target (8.8 versus a target of 19).

Warwickshire Social Care DTC performance has been at or below target since May 2018, with the exception of Aug 2018, and reached a new low in June 2019. Warwickshire were ranked as 96th best or 56th worst, out of the 151 local authorities. This is the best performance since this ranking data was first available in June 2017. This is a significant achievement given the fact that Warwickshire were within the bottom 20 performers for much of the period from June 2017 to May 2018.

Areas of concern and remedial action

No. of children with an open Child in Need category including Child Protection Plans and Children Looked After



16/17	17/18	18/19	Trend	DoT	Projection
3,741	3,892	3,914	↓	↑	↓

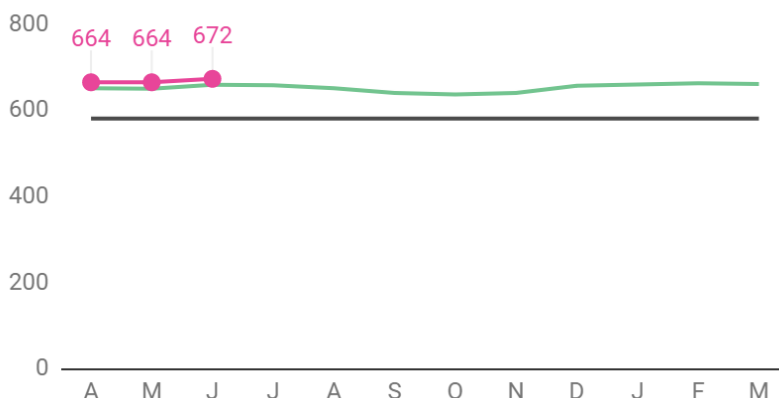
Whilst Warwickshire Child in Need numbers are better than the same period last year, performance is above target.

In part this has coincided with a rise in average caseloads, April - May, caused by a fall in the number of staff in front line teams and therefore a rise in vacancy rates.

Positively, most vacant posts in front line teams have now been filled and the service is just waiting for staff to start, the benefit of which can be seen in the more recent fall in caseload numbers, May- June. As caseloads come down, social workers will have more capacity to progress and, where appropriate, close cases.

In September the services are also moving resources to expand the Strengthening Families Service, given their success in closing 60% of Child in Need cases within 16 weeks, with the agreement of and positive feedback from families.

No. of Children Looked After excluding unaccompanied asylum seeking children



16/17	17/18	18/19	Trend	DoT	Projection
620	651	654	↑	↑	↓

The start of this year has seen a reduction in the number of children and young people becoming looked after but fewer leaving our care, which has resulted in a rise in looked after numbers of 8. This is disappointing and makes achieving the looked after target more difficult. The service has put several strategies in place to improve performance.

First, the Children’s Decision Meeting is seeking to progress the discharge of care orders where children are at home with their parents. The service has over 20 children now where the paperwork is complete and are awaiting court dates. Court timetables are however proving challenging both for these discharges but also in obtaining final dates for care proceedings, which in some cases is causing children to remain looked after longer than necessary and thereby putting pressure on looked after numbers. On average final dates for case proceedings are taking seven weeks longer to arrange. This concern about court timetables has been raised with the Local Family Justice Board, senior Judges and the President of the Family Court.

Secondly, the service has adopted a more flexible approach to the support provided to foster carers when they seek Special Guardianship Orders or Child Arrangement Orders, which has resulted in a rise in applications. Again, the service has to await court dates for these to be made.

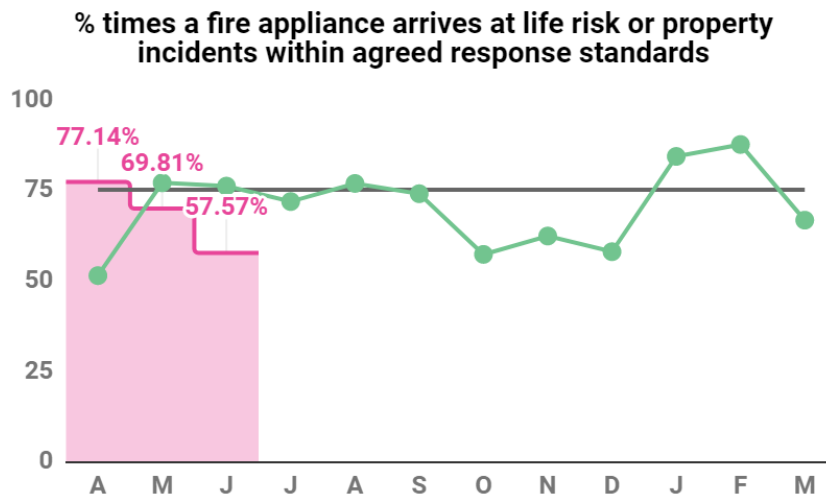
Third, the relatively new Keeping Families Together at Home (previously edge of care) service is allowing the service to focus on keeping children with their parents and rehabilitating them to their parents. There has been a transition period for this new service, but it is now almost at full capacity.

Finally, John Coleman, Assistant Director for Children & Families, is chairing a regular project board meeting to ensure this target remains a key goal for the service.



16/17	17/18	18/19	Trend	DoT	Projection
67.11	73.51	73.93	↑	↑	↔

Total recorded crime per 1,000 population is above target for Quarter 1 at 74.1 compared to the target of 74 incidents. This is impacted by a wide range of factors including an uplift in reports of violence with injury, and domestic abuse, which illustrates increasing confidence of victims in reporting domestic abuse incidents. It is anticipated the uplift in recruitment and the dedicated Rural Crime Team will assist in reducing crime over time. Quarter 1 data will be investigated and actioned further at the local Community Safety Partnership board meetings which are scheduled in Quarter 2. At the Safer Warwickshire Partnership Board in June, the Chief Superintendent presented the report informing of the wide range activities and outcomes the police had achieved across a range of crime types. Outcomes included arrests, charges and remands for robbery, motor vehicle theft, possession of an imitation firearm, class A drugs, and murder. The police work with partners, gather intelligence execute warrants, seize assets, arrest and charges offenders. The Chief Superintendent updated the group in relation to the upcoming changes with the Alliance to ensure front line services are not disrupted. The Police are in the middle of a significant recruitment drive which will result in 100 new officers in Warwickshire by the end of March 2020. The uplift in officers has enabled the Chief Constable to develop a dedicated rural crime team which is addressing a range of rural related incidents. WCC staff continue to effectively engage with the problem solving approach that has been embedded across Policing teams. The activities of the Community Safety Team include the development and delivery of problem solving plans including addressing knife crime in schools, leading on local serious and organised crime action plans, supporting vulnerable residents ensure appropriate partners address issues including fear of crime and drug dealing.



16/17	17/18	18/19	Trend	DoT	Projection
72.8%	68.36%	70.18%	↔	↓	↑

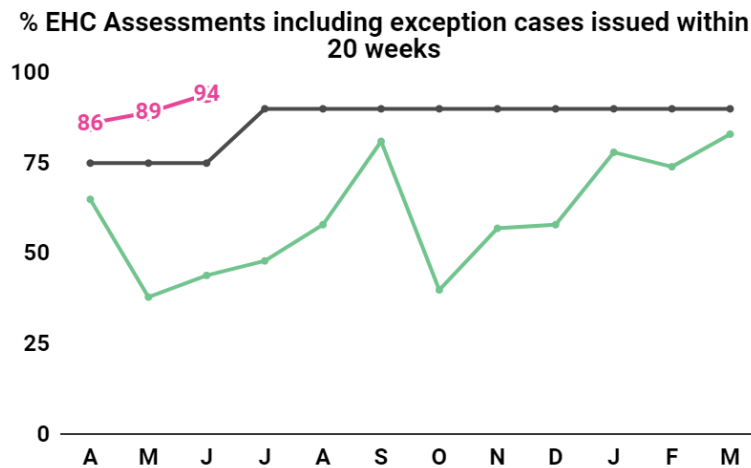
During Quarter 1 the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 69.13% which is below the expected target of 75%. However, this is a slight increase in performance since the year end, where the Service performed at 68.07%.

Of the 43 incidents where the response standard wasn't achieved during Quarter 1, 63% (27 incidents) were fires involving property or vehicles, 30% (13 incidents) were RTC's

and 7% (3 incidents) were to Special Services. Response standards are monitored continuously by the local District Commanders and by Senior Managers monthly and trends for unsuccessful incidents are identified and considered. The Service works flexibly across all the crewing systems working to provide optimum operational crewing, e.g. on call staff will be utilised to support wholtime crewing when needed and vice versa. This increases financial pressures on the Service and has a negative effect for on call availability. Recruitment and retention of on call (part time) firefighters is an ongoing challenge which reflects the national picture, but the Service has seen significant improvements in on call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered in remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. The Service Asset Management Plan sets out the intention to relocate some whole time response points onto transport nodes across the County with the intention of improving response to emergency incidents, particularly those on the motorway network.

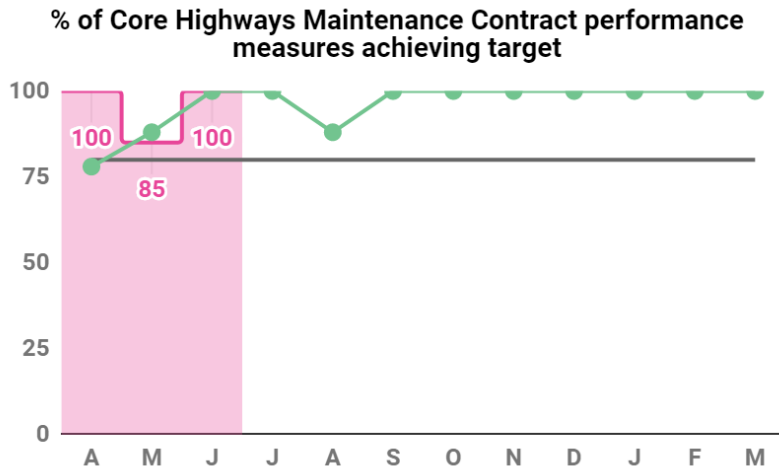
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure

Areas of good progress



16/17	17/18	18/19	Trend	DoT	Projection
36.2%	30%	60%	↑	↑	↑

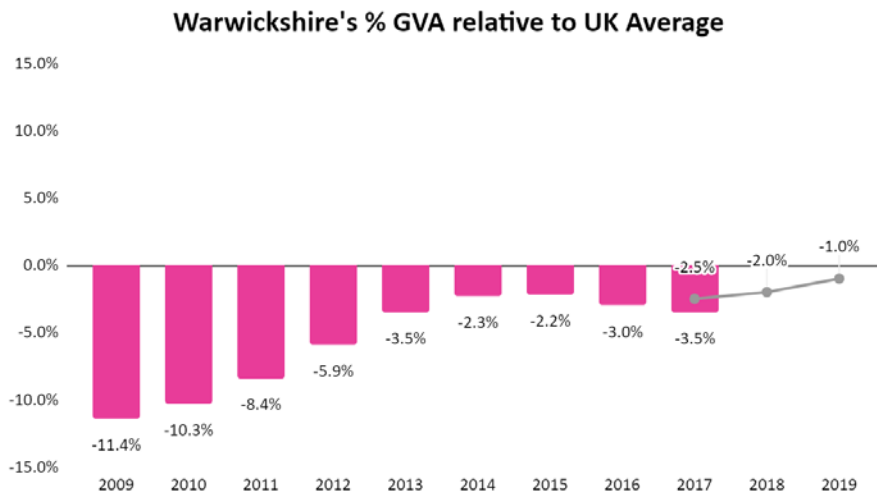
Performance for issuing Education Health Care (EHC) plans within 20 weeks of the request is a good news story. The statutory expectation is that 90% of EHC plans will be issued within this time period. For the first time since the 2014 reforms, WCC met the 90% in a single month, 94% recorded in June 2019. For the quarter, WCC recorded 89% of plans issued within 20 weeks, 100 out of 112. This compares positively with last years figure of 48% and would place WCC in the top quartile nationally, 66% statistical neighbours. The service is now confident that, as long as staffing capacity is maintained, it can continue to perform at this level. Whilst maintaining existing performance levels, focus is now shifting to the statutory annual review of EHC plans and ensuring EHC plans are up to date.



16/17	17/18	18/19	Trend	DoT	Projection
N/A	90	100	↑	↑	↔

The contract continues to perform above thresholds in all areas. Balfour Beatty have recently agreed to a 1 year extension to the contract based upon their performance in 2018/19. This brings the total extensions to 2 years. The contract has a minimum term of 7 years, and potential for a further 3 years extension, so the contract term is now 9 years. The Service would look to start re-procurement preparation 2 years before the end of the contract. One aspect of this measure, which focuses on whenever Balfour fix defects within contractual timescales, reduced to 90% in May but increased to 96% in June. This caused an overall dip in performance for May with a score of 85%. This is back to 100% for June.

Areas of concern and remedial action



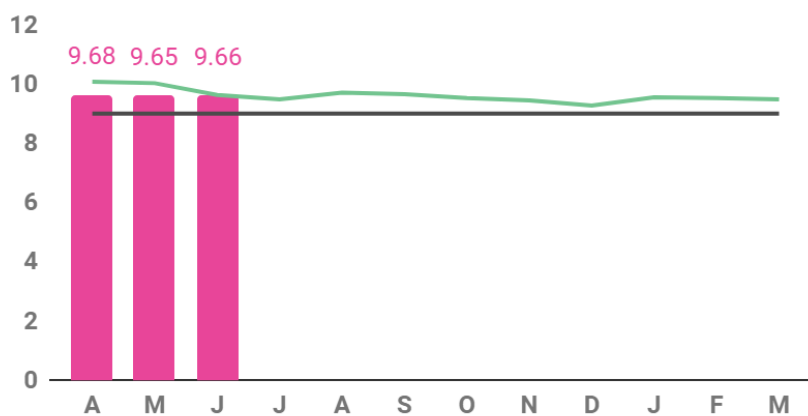
2017	2018	2019	Trend	DoT	Projection
-3.5	Not Available	Not Available	↓	↓	↑

Data on economic output (GVA) is calculated annually by the Office for National Statistics (ONS) and is based on a wide range of supporting economic data. The latest available data was released in December 2018, covering the previous year, 2017. The next release of the data will be in December 2019/January 2020, which will cover 2018. As new data becomes available, and the methodologies that the Office for National Statistics use to calculate GVA improves, the data is often subject to revision. Since the previous release, Warwickshire's data has been revised and updated, and it is now calculated that Warwickshire's position is below the national average, whereas previous it had thought to have been above. The county, however, has seen strong growth since the end of the recession in 2009, growing at a faster rate than the national average, 29.7% growth between 2009-2017, compared to just 19.1% nationally, and faster than our surrounding areas counties and urban areas. Indeed, Warwickshire remains one of the top performing areas in terms of growth over this longer period of time. The latest data does show that gains in productivity have slowed in the last couple of years. Further detailed research is being undertaken to understand the causes of this, and what key interventions/activities might be needed to help address this and enable our strong growth performance to continue into the future.

Warwickshire makes the best use of its resources

Areas of concern and remedial action

No. of days sickness per FTE



16/17	17/18	18/19	Trend	DoT	Projection
9.9	9.87	9.51	↓	↔	↓

The average days sickness is currently running at 9.66 days, rolling 12 months, which is tracking Quarter 1 performance from 2018/19. Absence continues to reduce with 9.5 days in 2018/19 being the lowest absence has been since 2012/13, however the low rate of reduction remains a concern. The Staff and Pensions Committee in September will set the 2019/20 target, recommended 5% reduction on the 2018/19 out turn. The proposed target for 19/20 is 9.04 days per Full Time Equivalent (FTE). The workplace health and wellbeing strategy was launched in June 2018 and a steering group has been established to ensure the strategy is implemented. The steering group works with Public Health, the focus is on proactive interventions and ways to wellbeing, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers

and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Corporate Board has asked for sessions to be arranged with each Strategic Director to review levels of sickness absence by Directorate. HROD also continues to liaise with the highest performing authorities to learn lessons from their approach.

Management of HR and Risk

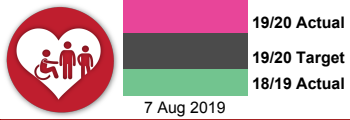
2.6 A summary of the position on Corporate Risks and HR management is shown below:

- Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults which is set permanently at red because of the nature of the risk. The full details can be found in the Appendix.
- Headcount: Q1 headcount is 4,464 which is a reduction of 0.82% since 31st March 2019.
- Age Profile remains stable with an average age of 45. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme.
- HR headline figures are available in the Appendix.

Background Papers

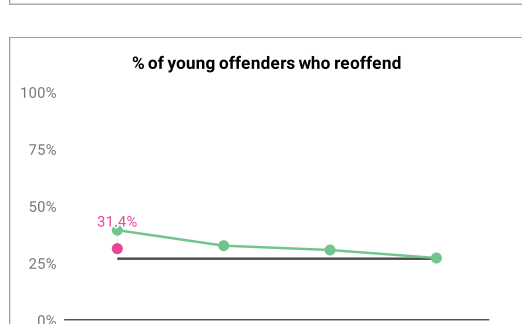
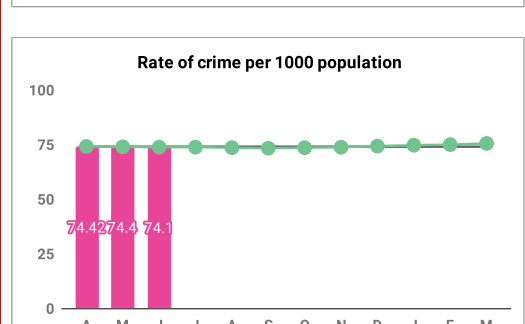
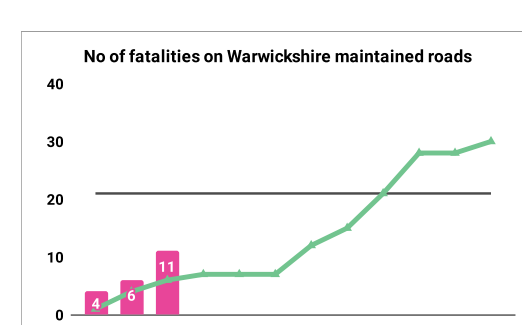
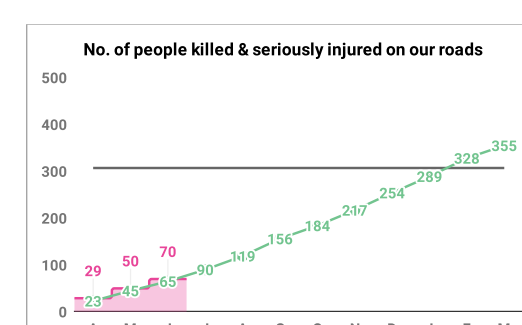
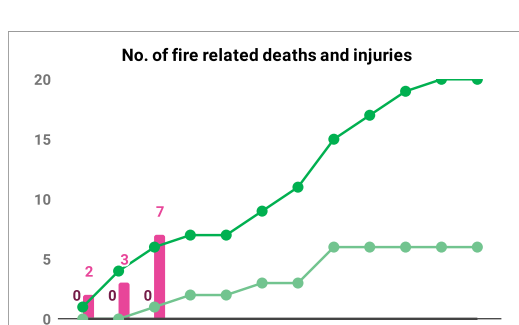
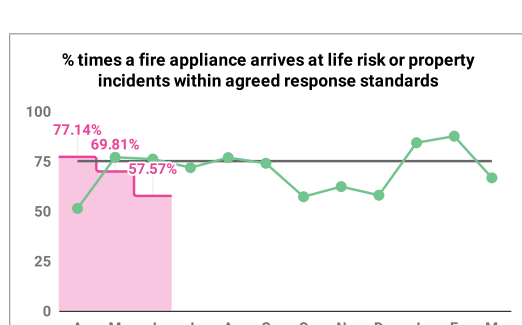
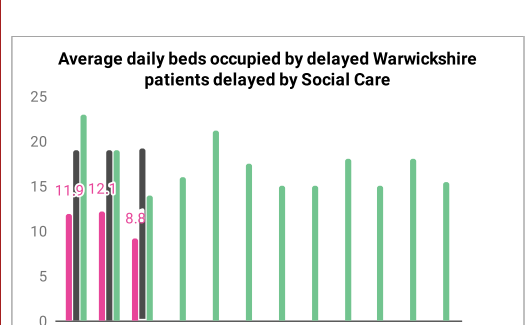
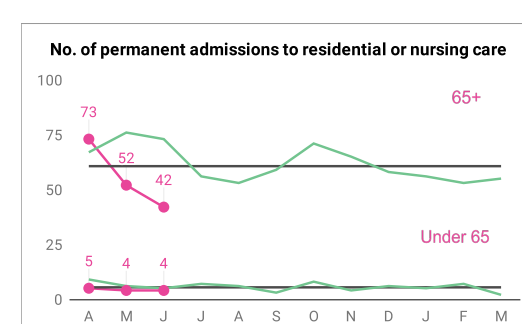
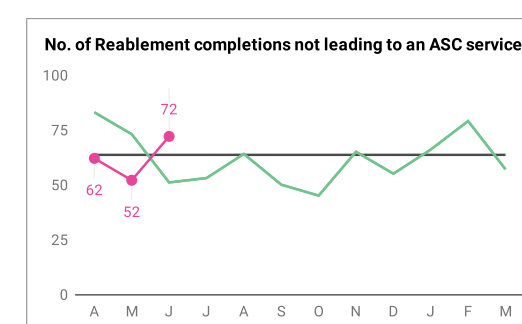
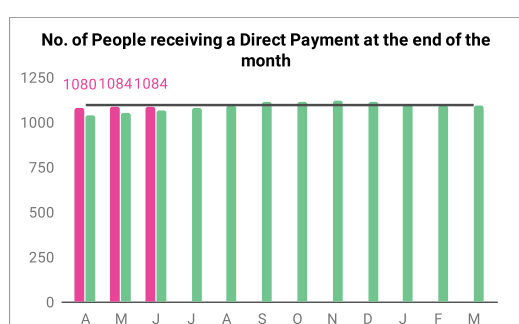
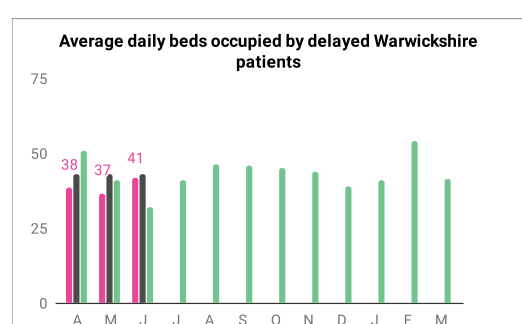
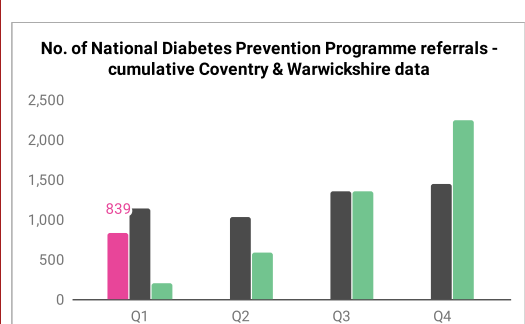
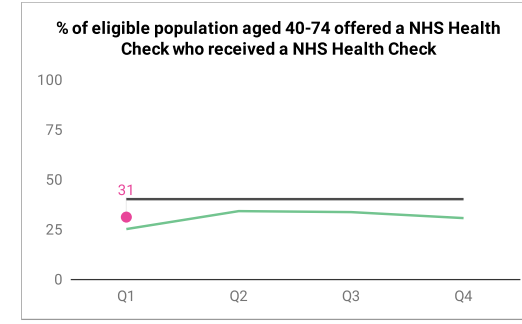
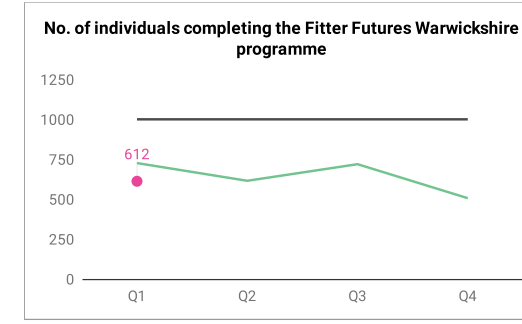
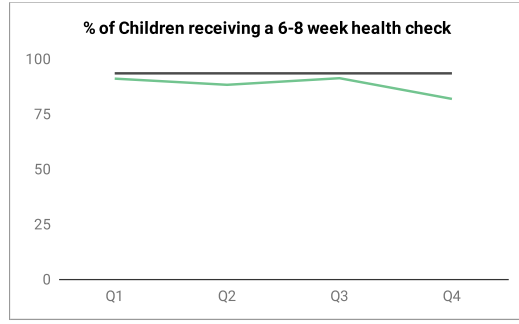
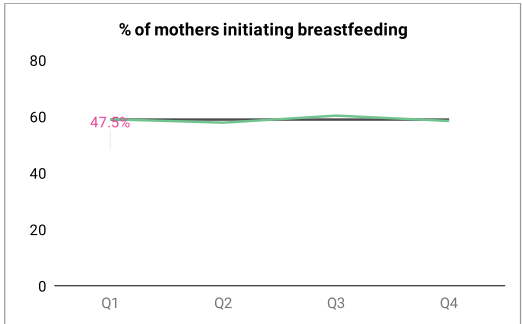
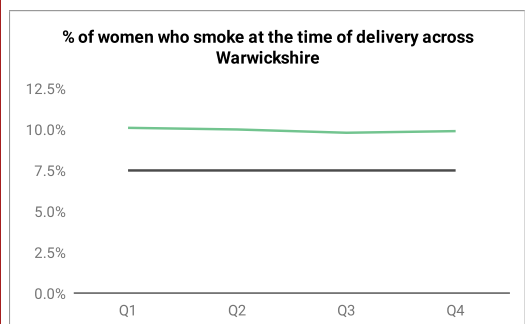
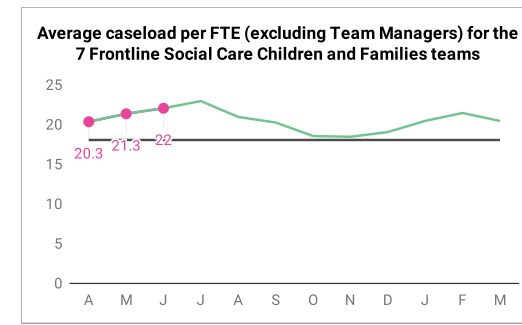
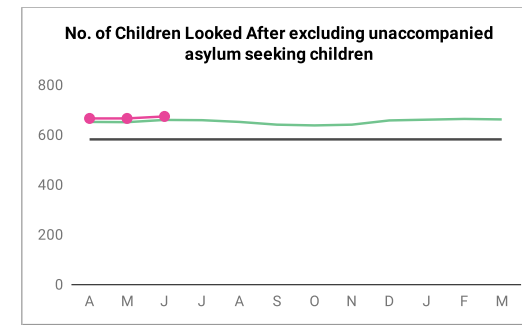
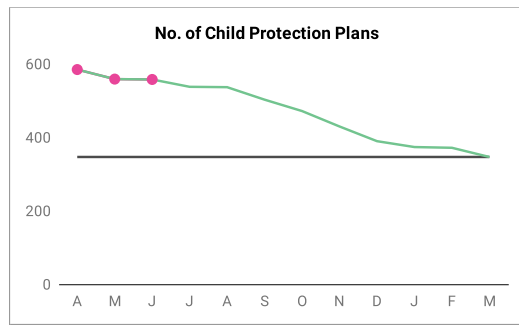
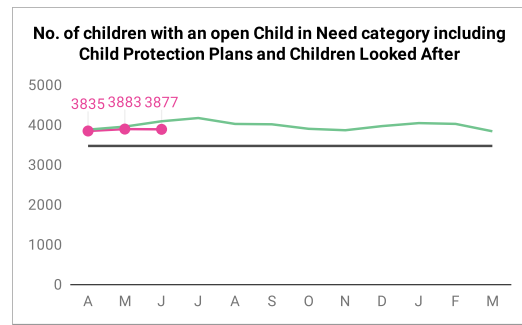
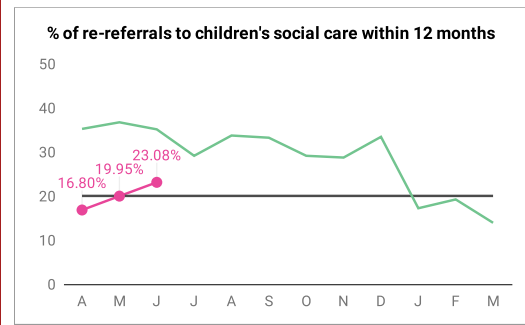
None

	Contact Information
Report Authors	Vanessa Belton Performance, Planning and Business Improvement Business Partner Resources & Communities; vanessabelton@warwickshire.gov.uk
	Mandeep Kalsi, Performance Management Officer; mandeepkalsi@warwickshire.gov.uk
Assistant Directors	Steve Smith, Commissioning Support Unit; stevesmith@warwickshire.gov.uk
	Sarah Duxbury, Governance and Policy; sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources robpowell@warwickshire.gov.uk
Portfolio Holders	Cllr K Kaur, Portfolio Holder for Customer and Transformation; cllrkaur@warwickshire.gov.uk



Quarterly OOP Progress Report

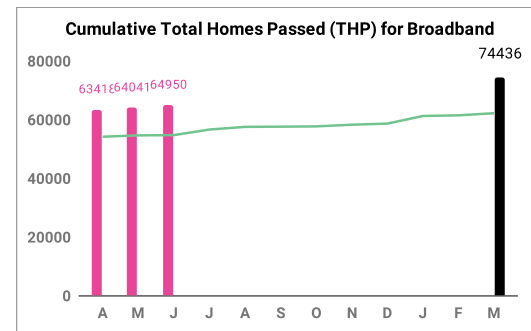
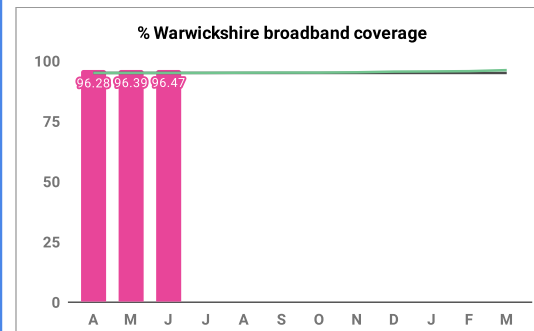
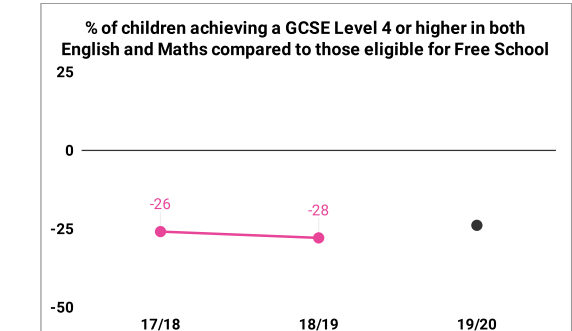
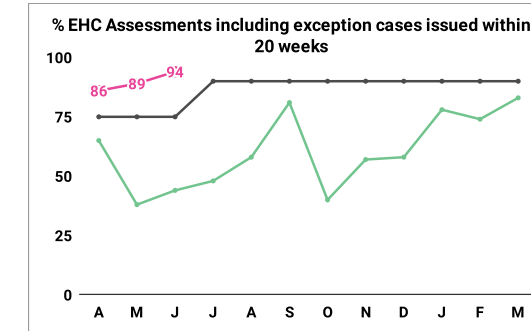
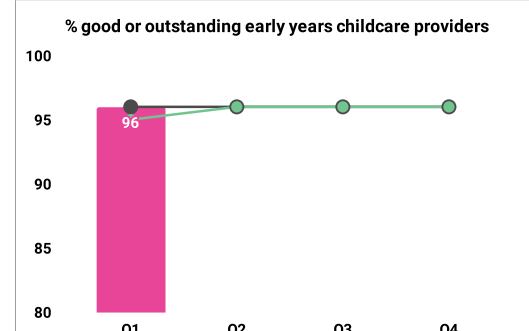
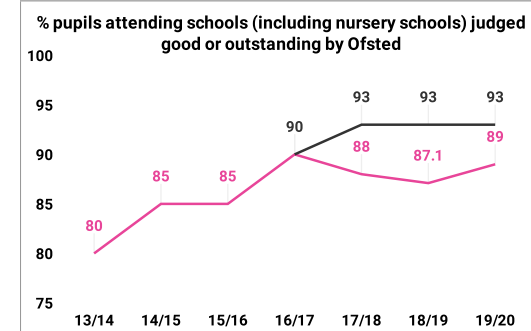
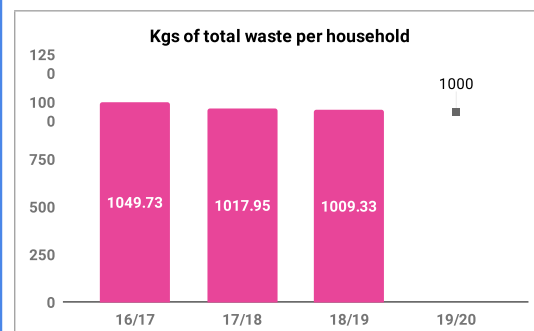
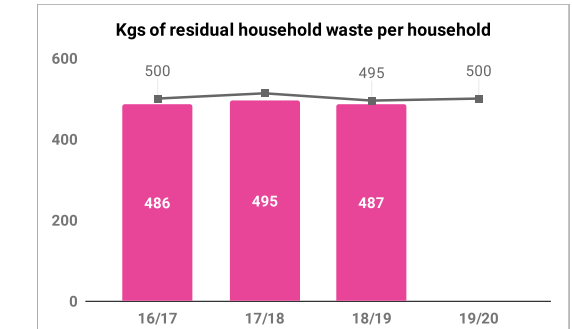
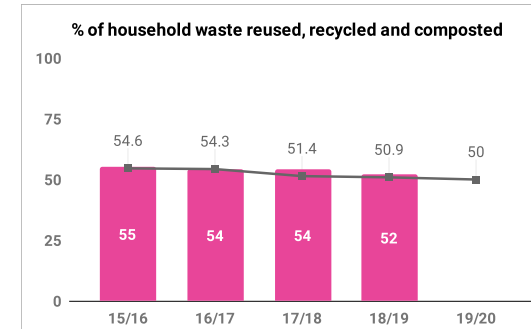
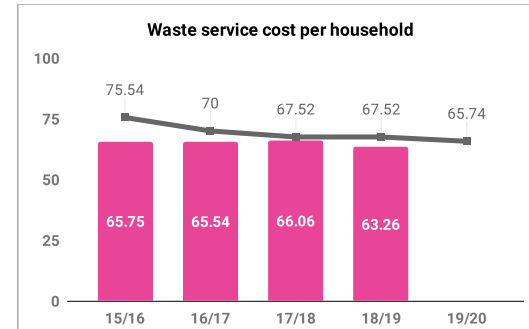
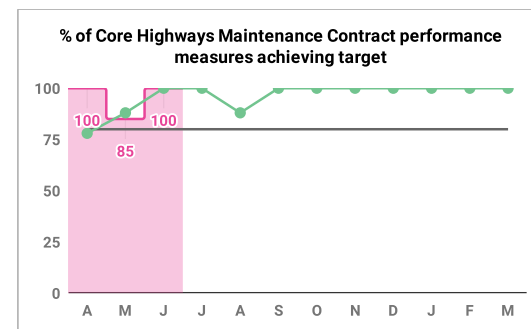
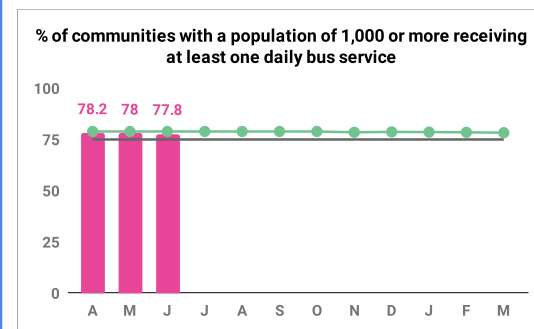
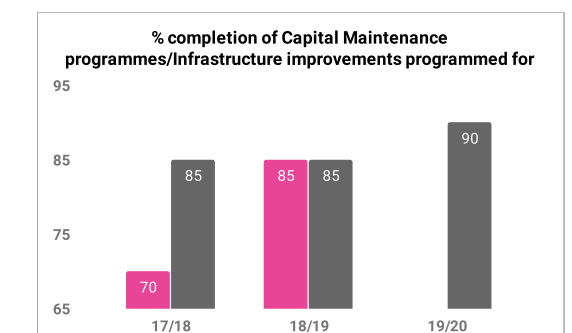
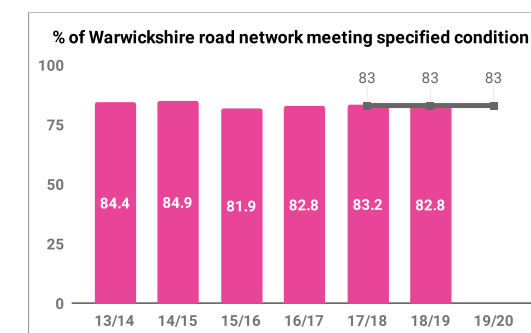
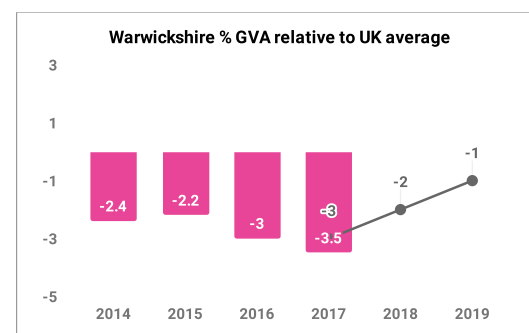
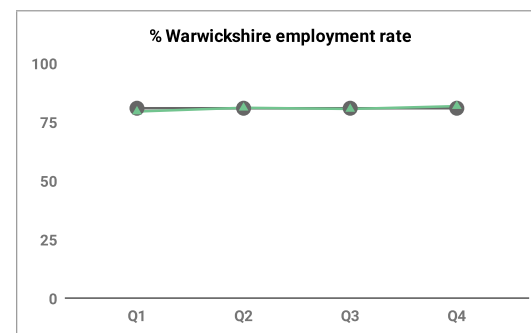
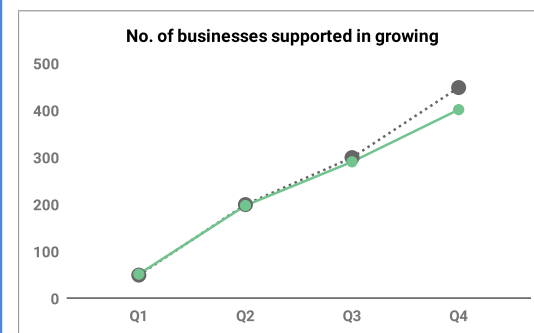
Warwickshire's communities and individuals are supported to be safe, healthy and independent



*DFT report Jan-Dec. Sometimes there may be up to a 3 month lag in data validation

Quarterly OOP Progress Report

Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure



Quarterly OOP Progress Report

Making the best use of resources

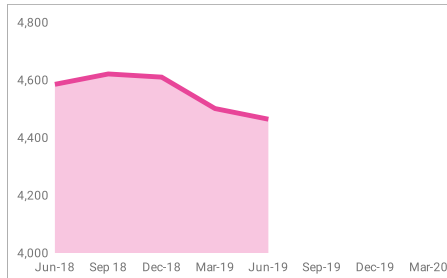




Appendix Part 2: Headline HR Information

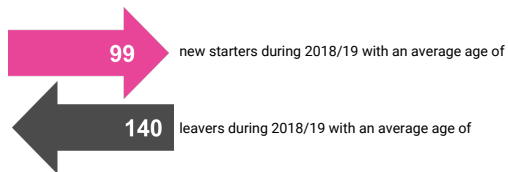
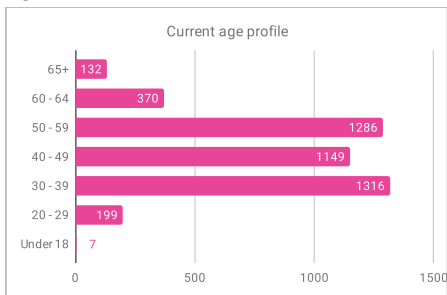
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

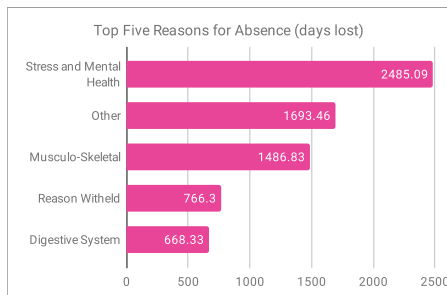


	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Headcount	4,585	4,621	4,610	4,501	4,464			
Full-time Equivalents	3,799	3,866	3,859	3,774	3,734			
Whole-time Equivalents	3,738	3,785	3,810	3,707	3,703			
Number of Posts	5,424	5,450	5,494	5,376	5,354			

Age Profile of our Workforce

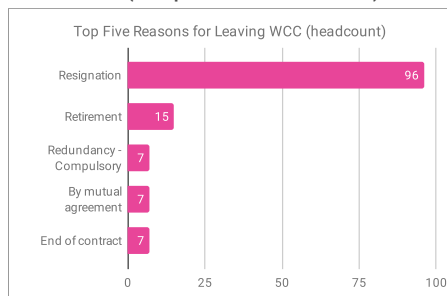


Sickness Absence Statistics



	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Days lost through sickness	9,466	8,263	6,799	36,213	9,068			
... of which short-term	3,061	2,646	2,624	13,511	2,962			
	32.4%	32.0%	38.6%	37.3%	32.7%			
... of which long-term	6,385	5,617	4,175	22,702	6,106			
	67.6%	68.0%	61.4%	62.7%	67.3%			

Staff Turnover (1st April 2019-30th June 2019)



	New Starters	Leavers	% Turnover
Headcount	99	140	14.09 (rolling year) 3.14 (Quarter 1)
Full-time Equivalents	80.1	117.7	
Posts	100	142	

The average days sickness is currently running at 9.66 days (rolling 12 months) which is tracking Quarter 1 performance from 2018/19. Absence continues to reduce with 9.5 days in 2018/19 being the lowest absence has been since 2012/13, however the low rate of reduction remains a concern.



Appendix

Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation"
It is the combination of the probability of an event (likelihood) and its effect (impact).

Risk Description

Gross Risk level

Net Risk Level

1	Government policies, new legislation, austerity measures and demographic pressures present challenges to sustainable service delivery.		
2	Continuing pressure on Adult Social Services, Health and Special Educational Needs & Disability provision.		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of our systems and data		
5	Inability to secure economic growth in Warwickshire		
6	Inability to keep our communities safe from harm		
7	The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.		
8	Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults

