

Cabinet

One Organisational Plan 2019/20 Year end Performance Progress Report Period under review: April 2019 to March 2020

9 July 2020

Recommendation

That Cabinet consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the year-end position, 1st April 2019 to 31st March 2020.
- 1.2. Key human resources performance is outlined and high-level risks to the Council are highlighted within the report.

2. 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 64 Key Business Measures (KBMs).

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, performance is assessed against a total of 29 KBMs.

As the Organisation continues to transform, this is the first full year performance report that will be reported against the new

Framework. The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the Microsoft Power BI system.

Due to the WCC response to the ongoing Covid-19 pandemic the collection of the year end performance was delayed.

2.2 At the year end, 30% (19) of KBMs achieved target while 41% (26) of KBMs are behind target. The remaining 30% KBMs (19) are either not targeted or reported in arrears.

Chart 1 below summarises KBM performance by outcome.

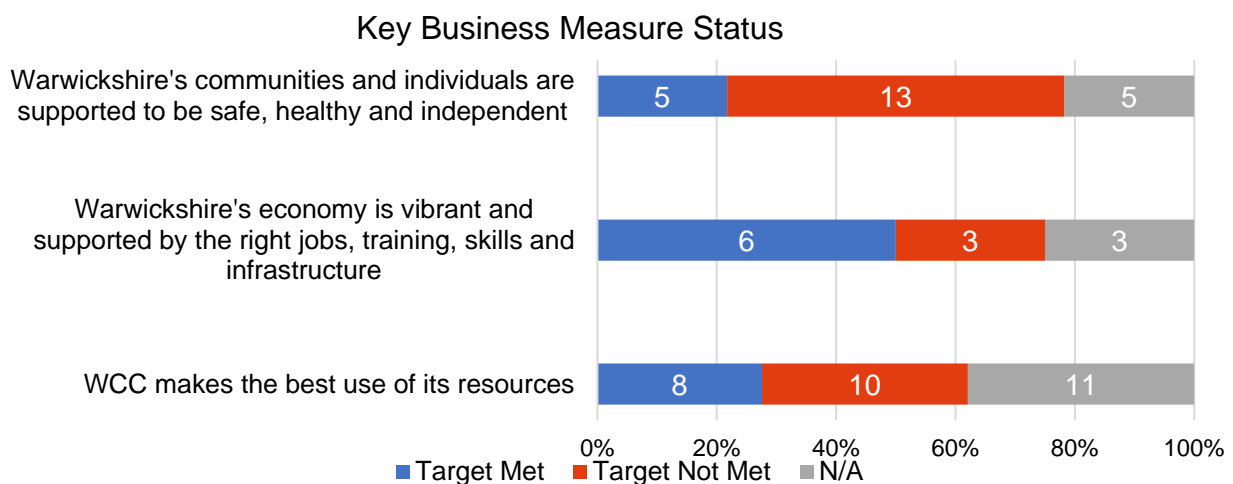


Chart 1

2.3 Of the 30% (19) KBMs which are on track and achieving target there are several measures where performance is of particular note, including:

- % of household waste reused, recycled and composted, which is ahead of target even though Nuneaton & Bedworth Borough Council has started charging for green waste which has resulted in less recycled waste from them;
- No. of permanent admissions to residential or nursing care (under 65) as the year-end target has been met, 57 compared to a target of 60;
- % Warwickshire broadband coverage where the year-end performance of 98.2% exceeded the 95% target, this is particularly of note considering the reliance on broadband with more people working from home during the Covid-19 Pandemic; and
- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner’s Office adverse decisions for WCC, with a year-end result of 7 compared to previous year of 16. It should be noted that there were no successful Judicial Reviews against the Council.

2.4 The full set of KBMs form the basis of the 2020/21 performance framework and therefore forecast performance projection for the next reporting period is included in this report. As targets have yet to be agreed the projection is based on measure

owners' current understanding of forecast performance levels. Chart 2 illustrates the considered forecast performance projection over the forthcoming reporting period.

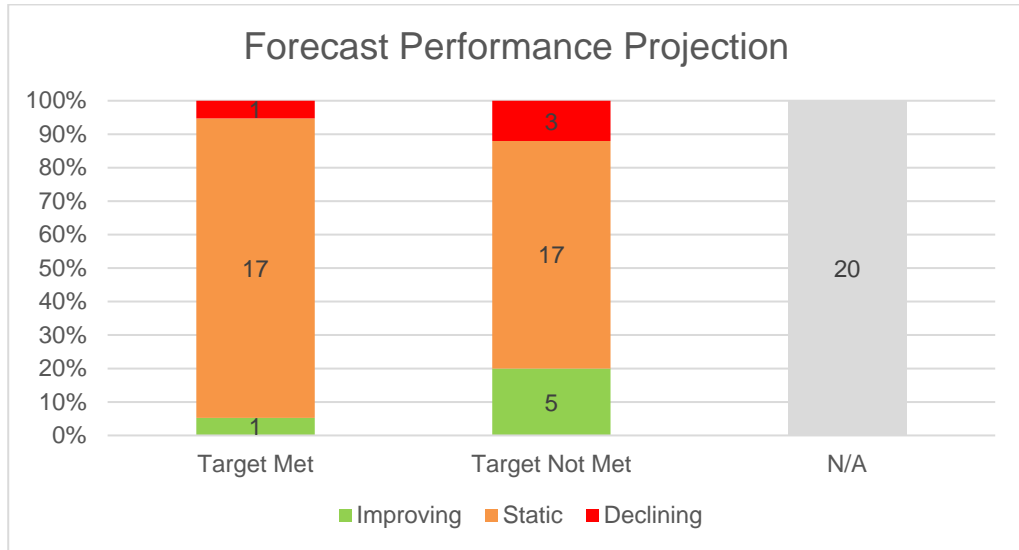


Chart 2

Of the 64 KBMs, 30% (19) have a forecast performance projection to remain on track over the next reporting period. For the KBMs that are not on track, forecast performance is projected to improve for the following 5 KBMs:

- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET);
- % HROD priorities completed;
- % of Capital construction projects which fully deliver defined business case criteria; and,
- % net variation to revenue budget.
- % of children looked after (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption

The table below highlights the 15 KBM's, including remedial action being taken, where forecast performance is projected to remain below target and static.

Measure	Remedial Action
Warwickshire's communities and individuals are supported to be safe, healthy and independent	
% of placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission	<p>The team will continue to work with all commissioned and spot purchase providers. Those who have experienced a reduction in ratings will be given priority to ensure they return to an acceptable quality.</p> <p>The team have and will continue to work virtually (unless a physical visit is urgent or essential) using an iterative</p>

	<p>process to quality assurance and ensure they have evidence to assure services are safe and effective.</p> <p>It should be noted that due to timescales between Care Quality Commission (CQC) inspections it can take several months for increases in quality to be reflected in CQC ratings, therefore there may be a delay in the required upward trajectory. This will be especially significant during the next quarters as during the pandemic the CQC and Quality had halted completing one-site quality visits to providers.</p> <p>As on-site visits restart there could be delays in rating changes even when work has been completed with providers and there has been an improvement in quality. This is as priority may be given to assuring those provisions where negative feedback has been given and concerns raised.</p>
<p>% of Women who smoke at the time of delivery across Warwickshire</p>	<p>WCC commissioned a Smoking in Pregnancy (SIP) review on behalf of the Coventry & Warwickshire Local Maternity System (LMS). The Review report and its recommendations now completed and beginning to be disseminated to key strategic forums. The main recommendations include: developing a comprehensive Coventry & Warwickshire Tobacco Control Programme (TCP); implementing a systematic approach to smoking cessation within maternity services and across the LMS based on evidence-based BabyClear approach; co-produce a new model of specialist smoking in pregnancy services; Recruiting a strategic Smoking Free Pregnancy Programme Manager to work across the LMS and within the TCP.</p>
<p>No. of people with a learning disability or autism in an inpatient unit commissioned by the CCG</p>	<p>Arden Transforming Care Partnership (TCP) was significantly over its targets at March 2020. Based on this performance, Arden Transforming Care Programme is in escalation with NHS England (NHSE).</p> <p>An escalation meeting was held on 17 June 2020 with the NHSE's Regional Director. An action plan has been created to reduce admissions and to ensure discharges take place.</p> <p>2020/21 monthly targets have been agreed with NHSE to give a path to achieving the March 2021 target of 8.</p>
<p>No. of permanent admissions to residential or nursing care: over 65</p>	<p>Continue with strengths-based practice across Adult Social Care. Supporting people to identify their strengths and the support they have available from their personal networks or the wider community will allow them to be independent for longer.</p>
<p>% of Warwickshire pupils attending</p>	<p>Maintained category C and D schools continue to receive support from Learning Improvement Officers and school</p>

<p>schools (including nursery schools) judged Good or Outstanding by Ofsted</p>	<p>consortia are being funded for school improvement projects many of which focus on the current Ofsted framework. However, as of March 2020, Ofsted have ceased all inspections and those reports that were yet to be published won't be released until schools are re-opened.</p>
<p>No. of children looked after (CLA) excluding unaccompanied asylum-seeking children (UASC)</p>	<p>A number of processes are in place to manage demand, reduce the time children are in care and to increase the number of children and young people leaving care, these include:</p> <ul style="list-style-type: none"> • Children's Decision Making Panel; • improved Special Guardianship Order (SGO) offer; and • increased discharge of Care Orders. <p>A number of work areas within the Children and Families change programme will help to reduce the number of children in care. These work areas will start to become operational during 2020/21.</p>
<p>No. of children looked after with a disability (open to Children with Disabilities Team)</p>	<p>The vast majority of children with a disability are supported through a range of short breaks.</p> <p>Continuing oversight to ensure the right children are in care and the service believe they are.</p> <p>The service will embed early help offer and child in need support to prevent situations escalating and children needing to become looked after. There will be a renewed focus on permanency arrangements where applicable and appropriate for children with disabilities.</p>
<p>No. of fire related deaths</p>	<p>The Service fully investigates any fire related deaths in an effort to understand causes and identify any appropriate remedial action, this includes working with WCC colleagues and partner agencies to help identify, prevent or tackle upstream risks and issues</p>
<p>No. of fire related injuries</p>	<p>The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will continue to work with WCC colleagues and partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc) in the endeavour of preventing similar incidents and injuries in the future.</p>
<p>% times a fire appliance arrives at life risk or property incidents within agreed response standards</p>	<p>The Service deploys staff flexibly across different duty systems to provide optimum operational crewing at any given time, e.g. on-call staff will be utilised to support whole time crewing when needed and vice versa. Recruitment and retention of on-call firefighters is an ongoing challenge, reflecting the national picture, but the Service has seen significant improvements in on-call availability in recent</p>

	<p>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 to remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. The property strategy of a more dispersed provision of our Prevention, Protection and Response services will be a key factor in improving performance in this area. Recent independent risk profiling work supports this strategy.</p>
<p>Rate of total recorded crime per 1,000 population</p>	<p>Whilst the crime rate per thousand population remains within target, there is a renewed focus on serious violence, which although low compared to other most similar authorities, did see a rise in 2019/20. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area.</p> <p>To support this, each Community Safety Partnership (CSP) area has completed its Strategic assessment and has set priorities to address the local trends in each area through a multiagency action plan. These action plans alongside the monthly partnership problem solving meetings will identify trends and implement actions to address concern areas as quickly as possible. Analysts from the Police and the CSP's will monitor the trends and provide analytical products that will assist in identifying the most appropriate actions to address trends.</p> <p>The Safer Warwickshire Officer pilot is currently being developed which will also contribute to this agenda. The proposal is for an Officer in the north and in the south of the county who will work to deliver the agreed SWPB objectives.</p>
<p>No. of people killed or seriously injured on our roads</p>	<p>WCC prioritises funding to those locations and interventions that will have maximum in terms of casualty reduction. Approval has been given for investment in to 3 casualty reduction schemes and a pilot implementation of average speed cameras: - Casualty reduction road improvement project at the junction of the A439 and Hatton Bank Lane. Signalised junction casualty reduction scheme at the Green Man Crossroads, Coleshill. Part fund the Portabello Crossroads Signalisation casualty reduction scheme. There has also been a commitment of investment to provide new safe cycling facilities between Kenilworth to Leamington, Hinckley and Nuneaton & Nuneaton and Coventry. WCC has reinvigorated the Warwickshire Road Safety Partnership and established a Strategic Partnership Board. This will provide greater oversight and strategic</p>

	direction for the road safety partnership working between WCC Road Safety, Fire & Rescue and Warwickshire Police and other partners. A road safety partnership coordinator post has been funded by WCC and will provide support to partners across the shared road safety activities.
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	
Cost (£) of SEND Home to School transport provision	Growth in pupil numbers and delays in building work intended to increase capacity in Warwickshire's own in County specialist provision, has meant the service has been unable to reduce numbers in Out County provision as planned. Long term plans continue to provide more in county provision and reduce travel costs.
WCC makes the best use of its resources	
% of capital expenditure against budget	<p>The spend in 2019/20 of £109.628m is £20m to £25m higher than in recent years and represents a step change in the level of capital investment, although this still fell short of the £143.979m budget. Whilst there are still improvements to be made, the level of spend in 2019/20 indicates a direction of travel that will support the Authority in delivering on its ambitions and supporting investment in the infrastructure of Warwickshire. The £31.380m of planned spend that has moved into future years includes £2.971m of new schemes and £13.985m of expected spend on S278 funded schemes where we have little control over the timing. Net of these the underspend for quarter 4 was £17.395m.</p> <p>For 2020/21 there has been a concerted focus on redeveloping the Capital Framework and identifying mechanisms to accelerate capital schemes help minimise future capital slippage. Covid-19 has impacted the rollout of the new framework and delayed the delivery of both existing schemes and the ability to approve and start new schemes though so is likely to further impact on this KBM for 2020/21. As part of the Covid recovery work efforts are being made to identify schemes that can be fast tracked to try and provide greater economic stimulus though.</p>
% of revenue growth achieved against target	Whilst 2019/20 performance was on target, Covid-19 and the subsequent lowering of the Bank of England base interest rates have significantly impacted the targeted performance for Treasury Management investments expected within the MTFS. The TM strategy dictates security and liquidity outweigh return, consequently short-terms decisions during Covid have had to be made to protect cash holdings and to ensure sufficient available cash balances exist to support earlier payments to suppliers and to mitigate emerging Covid financial risks. The local authority loans market has also been relatively static during this period. As a result of these factors this KBM will not be achieved for 2020/21. Work is also in train

to identify new investment options that align with the agreed TM strategy that offer increased yields to limit any reduction. The financial shortfall in 2020/21 will be offset using the interest volatility reserve. The reserve specifically exists to manage unpredicted national changes to interest rates outside of our control.

Two further measures, ‘% staff satisfaction with modern working arrangements’ and ‘% leaders and managers driving a high performance culture’ were reported as being below target as part of the Quarter 3 report, however as they are taken from the annual staff survey, performance will have remained the same since that point. We will only have a revised figure against these measures when a staff survey asks the same question later this year, and anticipate that current Covid-related working arrangements may impact the results.

Finally, forecast performance is projected to decline for the following 3 KBMs which are already below target:

Measure	Remedial Action
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure	
% biodiversity net gain in Warwickshire	The Habitat Biodiversity Audit continues to map urban area in more detail through satellite imagery thereby lower value habitat is being added to the total area covered in Warwickshire. Therefore, a decline is anticipated with no remedial action. However, the annual decline equivalent to 2208 hectares is high and an averaged decline of 1439 hectares is of concern. This may be due to uncertainties of post Brexit agricultural payment schemes and a shift to greater production in the interim, Further analysis would be required to determine which habitat is being lost.
WCC makes the best use of its resources	
No. of days sick leave per FTE (rolling 12 months) (WCC)	Whilst the main reasons for sickness absence have been constant, we have seen an increase in absence for stress and mental health related reasons during 2019/20. During 2020/21, to improve performance we will introduce a specific project focused on building a sustainable and resilient workforce. This project will be a key part of our refreshed Our People Strategy which will sit within the Change Portfolio and will contribute to our organisational recovery plans. We will improve our data analysis and collation, use the results of our staff wellbeing check-ins to inform our actions, build stronger links with Public Health working together on proactive interventions which particularly target mental health and wellbeing and support our managers to have constructive conversations with staff about their health and wellbeing. We will build on the pilot which has been running in the Resources Group which has introduced a more robust approach to improve the management of

	sickness absence. We will establish performance targets which will help drive improvement and progress against targets will be reported through the Change Portfolio. Given the impact of Covid, we expect performance to be uncertain for the first 6 months of 2020/21, however we expect to see an improving picture during the second half of the year.
% of revenue savings achieved against target	<p>In 2019/20 92% of MTFS savings options were fully achieved, with a further 3% partially achieved. The non-achievement of the Looked After Children saving is the main cause for the large financial impact of shortfall, representing 72% of the £3.696m undelivered savings. This shortfall had been anticipated and was resolved as part of setting the 2020/21 budget.</p> <p>For 2020/21 though the initial assessment of the impact of Covid-19 estimates as much as £3.8m of the committed MTFS savings may not be delivered due to delays in starting delivery. Services are actively reviewing this as part of the quarter 1 financial monitoring to establish how much of the £3.8m may still be at risk. Where savings delivery is still impacted services are being asked in the first instance to identify any alternative options to address the gap. Ultimately any shortfall will be covered by the Covid-19 funding though where non-delivery is a direct result of the pandemic.</p>

20 of the KBMs do not have a forecast projection currently as they are either not yet due for reporting; are not targeted; are reported in arrears or are not anticipated to be measured going forward.

2.5 Comprehensive performance reporting is now enabled through the following link to Power BI [Full Cabinet Year End Performance Report](#).

The Cabinet Year End OOP Exception Dashboards contain details of those measures that are of significant note where [good progress](#) or [areas of concern](#) need to be highlighted.

There are a further 3 dashboards split by Outcome which provide a summary of performance for each KBM;

- [Warwickshire's Communities - Cabinet Dashboard](#);
- [Warwickshire's Economy - Cabinet Dashboard](#); and,
- [Best Use of Resources - Cabinet Dashboard](#).

Management of HR

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

- Sickness Absence: The average days sickness is currently running at 10.90 days based on a rolling 12 months and is both above the target and the

same point last year (9.51). Whilst the main reasons for illness remain consistent the percentage decreases in musculo-skeletal and chest or respiratory are outweighed by increases in stress and mental health.

- Headcount: headcount has modestly increased in the year to March 2020 with joiners significantly ahead of leavers in the final quarter, reflecting workforce planning activity to get the right structures and people in place; there has been an overall reduction of 52 heads in the last 18 months.
- Our age profile remains stable with an average age of 45.3.
- Staff turnover has reduced in 2019/2020 from 13.91% to 11.8%, with 87 fewer leavers in total than in 2018-19.
- HR headline figures are available in the Appendix.

Management of Risk

2.7 The strategic view of risk has been refreshed in part by drafting the 2019-20 Annual Governance Statement and will be reported to the Audit & Standards Committee in July.

3. Financial Implications

3.1 None specific to this report (but see associated finance performance report, which was reported to Cabinet in June).

4. Environmental Implications

4.1 None specific to this report.

Background Papers

None

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This report was not circulated to members prior to publication

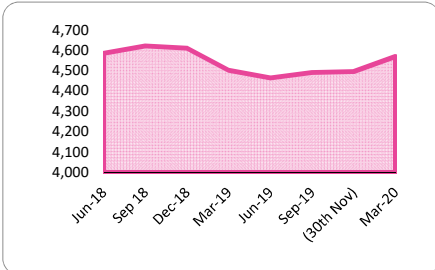


Appendix A

Part 2: Headline HR Information

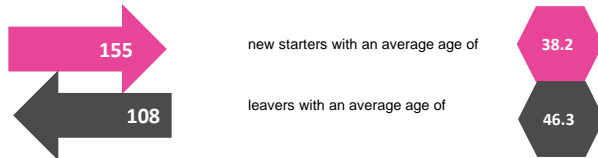
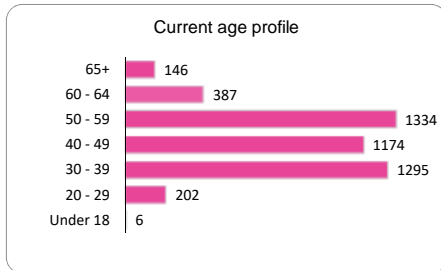
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

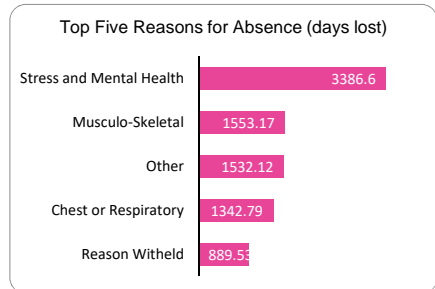


	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Headcount	4,585	4,621	4,610	4,501	4,464	4,490	4,496	4,569
Full-time Equivalents	3,799	3,866	3,859	3,774	3,734	3,756	3,746	3,793
Whole-time Equivalents	3,738	3,785	3,810	3,707	3,703	3,724	3,725	3,739
Number of Posts	5,424	5,450	5,494	5,376	5,354	5,457	5,488	5,762

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	9,228	7,408	40,514
... of which short-term	3,061	2,646	2,624	13,511	2,962	2,806	2,802	13,584
	32.4%	32.0%	38.6%	37.3%	32.7%	30.4%	37.8%	33.5%
... of which long-term	6,385	5,617	4,175	22,702	6,106	6,422	4,606	26,929
	67.6%	68.0%	61.4%	62.7%	67.3%	69.6%	62.2%	66.5%

Staff Turnover (1st January 2020 - 31st March 2020)



	New Starters	Leavers	% Turnover
Headcount	155	108	11.8 (rolling year) 2.36 (Q4)
Full-time Equivalents	121.0	94.9	
Posts	157	110	

Commentary:

Sickness Absence: The average days sickness is currently running at 10.90 days based on a rolling 12 months and is both above the target and the same point last year (9.51). Whilst the main reasons for illness remain consistent the percentage decreases in musculo-skeletal and chest or respiratory are outweighed by increases in stress and mental health.

Headcount: headcount has modestly increased in the year to March 2020 with joiners significantly ahead of leavers in the final quarter with there being an overall reduction of 52 heads in the last 18 months.

Our age profile remains stable with an average age of 45.3.

Staff turnover has reduced in 2019/2020 from 13.91% to 11.8% there being 87 fewer leavers in total.