

Children & Young People Overview & Scrutiny Committee

13th June 2023

Council Plan 2022-2027 Integrated Performance Report Year End 2022/23

Period under review: April 2022 to March 2023

Recommendations

That the Committee considers and comments on Year End organisational performance and progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at Year End (April 2022 - March 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Year End Integrated Performance and Finance reports to be considered by Cabinet on the 15th of June. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and Appendix 1a. Summary performance for the Warwickshire Outcome Measures is contained within Appendix 1b and changes to the PMF are outlined in the Appendix 1c.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary table is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out a combined picture of the Council's delivery, performance, and risk. Officers continue to embed the new approach and performance framework. The format and content of these integrated performance reports has continued to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan have recently been reviewed in preparation for the 2023/24 reporting period.
- 1.6 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables

Overview and Scrutiny Committees the opportunity to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the Performance Portal in Power Bi to further monitor performance on an ongoing basis.

- 1.7 Overall for the Council's performance at Year End, with 10 more annual measures being reported, there has been a consistently strong performance delivered against the PMF. This is an encouraging position despite the continuing volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about a number of key national policy areas.
- 1.8 There are 24 KBMs in total that are in the remit of this Committee. 22 KBMs are being reported at Year End. The remaining 2 KBMs are annual measures that are not available for reporting on at this time due to the scheduled release of data. For the KBMs available for reporting, the following table indicates an assessment of performance comparing previous Quarters:

Quarter	On Track	Not on Track
1	45% (5)	55% (6)
2	50% (6)	50% (6)
3	69% (11)	31% (5)
Year End	73% (16)	27% (6)

- 1.9 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal accessible through this [link](#).

- 1.10 There are some emerging issues within this Integrated Report, including:
- Increasing demand being reported in the Children & Families Service, where Social Workers workloads have increased this quarter and in the number of applications made through the Local Welfare Scheme; and,
 - Previously capacity and workload issues are impacting delivery across the organisation. Staff feedback has highlighted the issue, which is a high priority. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market have been highlighted previously and although overall there has been some improvement at Year End there remain issues within specific service teams for example, for Children's & Families. Other services have specific challenges such as, absence in Social Care. The Our People Strategy year 3 priorities have identified 5 key priority areas for action, recruitment and retention, pay and reward, strategic workforce planning, equality diversity and inclusion and engagement, which will be progressed through the year.

- 1.11 Notable aspects of positive performance for specific measures include:
- No. of children subject to a Child Protection Plan, which has seen figures reduce this Quarter and return to a longer-term norm, the target for the next reporting year will be reflective of this position;
 - No. of Children in Care excluding unaccompanied asylum-seeking children, which has reached 678, the lowest figure reported since December 2019;
 - % of in year applications that have a school place offered within the statutory deadline of 15 school days, which reached 97% this month and is a significant improvement since the last time of reporting following the strengthening of admissions processes and teams.
- 1.12 The main performance challenge relates to:
- The % of Children receiving a 6-8 Week Health Check has had reducing levels over the last two years due to a lack of qualified Health Visitors. This is being monitored and an action plan being undertaken after discussion at the Health and Wellbeing Board, which includes a local measure to ensure children get a visit from a professional within 13 weeks.
- 1.13 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.
- 1.14 At Year End for the Integrated Delivery Plan (IDP) 70% of activities are On Track to achieve their objectives within the set timeframes. 16% of activities are At Risk or Compromised, 11% Completed and a further 2% are yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.15 One of the Councils 18 strategic risks relates to children and young people services directly and currently has a red status (Special Educational Needs and Disabilities resources are insufficient to meet demand), and two other red rated strategic risks relating to inflation and the cost of living, and the economy may impact on service provision and service demand. At service level the most significant risks relate to the ability to deliver the Special Educational Needs and Disabilities Written Statement of Action, and the impact of Covid on learning outcomes.
- 1.16 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.17 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very

challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.

- 1.18 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. Our reporting will track and highlight these impacts on delivery and performance. Our analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the Performance Management Framework.

2. Performance against the Performance Management Framework

- 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 areas to support the council to be known for as 'a Great Council and Partner.' The full performance summary is contained in [Appendix 1](#).
- 2.2 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal. The number of reportable measures will change each Quarter as the framework considers the availability of new data.
- 2.3 There are 24 KBMs in total that are in the remit of this Committee. 22 KBMs are being reported on at Year End. The remaining 2 KBMs are annual measures that are not available for reporting on at this time due to the scheduled release of data. At Year End 16 (73%) are On Track and 6 (27%) are Not on Track.
- 2.4 The overall Direction of Travel for the KBMs, where there is sufficient data, is predominantly positive and improving or staying in the same positive position; this is the case for two thirds (66.6%) of the measures. There are 4 KBMs where the Direction of Travel to date has shown a declining picture.
- 2.5 All reported measures have a forecast projection from the responsible Service for the forthcoming period. 16 are forecast to stay On Track; with 9 remaining static and 7 improving. The 6 measures that are Not on Track at Year End are expected to remain as Not on Track for Quarter 1.
- 2.6 16 KBMs were reported on at Quarter 3. It was forecast that 11 would be On Track at Quarter 3, with 5 Not on Track. Performance has materialised broadly as expected for those forecast last Quarter that are also being

reported on at Year End. Two measures that were forecast to be Not on Track are On Track this Quarter due to focussed improvement activity, these are:

- % of in year applications that have a school place offered within the target deadline of 10 school days
- % of in year applications that have a school place offered within the statutory deadline of 15 school days

One measure was forecast to be On Track but is Not on Track at Year End due to a rise in 18–21-year-olds who are recorded as NEET due to ill health or a disability:

- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET).

2.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a [dashboard](#) informing our ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics.

2.8 Of the 39 Warwickshire Outcome Measures that are currently reportable, Warwickshire performs better than the national average in 22 of them. The areas where Warwickshire outperforms the national average to the greatest degree include the employment rate, levels of pay, unemployment, homelessness and child poverty. Areas where Warwickshire's performance falls notably behind the national average include school attainment levels for disadvantaged children and greenhouse gas emissions per capita.

2.9 As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in Appendix 1c. The review of the Service Business Plans and the Integrated Delivery Plan have identified the changes being requested to ensure that the Performance Management Framework supports delivery of the agreed priorities.

3. Progress against the Integrated Delivery Plan

3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the agreed Areas of Focus, within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.

3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.

- 3.3 Of the remaining 192 actions within the Integrated Delivery Plan, 46 are attributable to the Children’s Social Care OSC. At the end of this Quarter (70%) of activities are On Track to achieve their objectives within the set timeframes. 9% of activities are At Risk, 7% are Compromised and a significant 11 (19%) have now been Completed and a further 2% are yet to start, with any exceptions covered in Appendix 2.

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 [Finance Monitoring Report](#) presented to Cabinet on 15th June 2023.

Metric	Target	Performance at Outturn 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	3% overspent

The headline revenue overspend reported at Outturn is £2.5m (3%), however, once funding has been transferred to earmarked reserves, the adjusted remaining service variance is £3.3m (3.9%)

Performance against the approved savings target as measured by forecast under/overachievement	100%	20% under achievement
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	-64.1%

5 Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level 18 strategic risks are monitored and currently 1 strategic risk relating to the remit of this Committee is rated currently as high risk.
- Special Educational Needs and Disabilities resources are insufficient to meet demand.
- 5.2 Mitigating actions are in place in respect of this risk for example through the activities of the Special Educational Needs and Disabilities and Inclusion Strategy and the Education Sufficiency Strategy.
- 5.3 At a service level there are 13 risks recorded against services relating to Children and Families and Education Services. In this report key risks at service level are highlighted where they are red risks (high risk) and where a

risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more above target. To highlight the key risks a table of both red risks and risks above target is provided at [Appendix 4](#). The risks that are both red and above target are the most significant risks and are highlighted below:

- Being unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required timescales
- The impact of Covid upon learning outcomes

5.4 Mitigating actions are in place in respect of these risks including that the Written Statement of Action was assessed as fit for purpose by Office for Standards in Education, Children’s Services, and Skills and the Care Quality Commission. In respect of Covid impacts on learning outcomes, actions include strategic alignment of existing teams to focus on the share objectives of reducing the numbers of children without a school place, and the county wide focus on levelling up.

5.5 Other strategic risks rated red will also impact on children and young people’s services, in particular inflation and the cost of living, and the economy slowing or stalling which may impact on service provision and service demand.

6 Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 15th June 2023

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