

Cabinet

5 September 2024

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2024/25

Recommendations

That Cabinet:

1. Considers and comments on the Quarter 1 2024/25 organisational performance.
2. Agrees to refer the report to Overview and Scrutiny Committees to consider, in detail, the information relevant to their individual remits.

1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 1, April 2024 – June 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, HR, 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 (KBM) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
 - management of Human 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 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. In addition, Oflog (Office for Local Government) is developing a suite of metrics for the sector. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data, including reference to Oflog metrics.

- 1.4 In April Cabinet agreed the new CDP and PMF which have both been simplified to focus on the key priorities ensuring we grip and improve the drivers of cost pressures to maintain service and financial resilience. This report is a summary of progress on deliverables and performance measures as detailed in the CDP.
- 1.5 Implementation of the CDP began in April, with Quarter One seeing two projects (3%) completed. The overall delivery position is strong, with 80% (49) of the actions On Track, 17% (10) are At Risk/Compromised and it is these actions which are reported on an exception basis in [Appendix 1](#).
- 1.6 The 2024/25 PMF contains 67 KBMs, 55 of which are available for reporting at Quarter 1. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	76% (42)	24% (13)

Table 1

Positively, considering trend information, performance is improving or static for 76% (28) measures with a Quarter 1 status as On Track. Conversely, 24% (9) are Not on Track, the majority of which are either static or declining. The forecast position for the next reporting period is that overall, the position will remain stable however a significant proportion of measures will show improvement in their individual performance.

- 1.7 At Quarter 1 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with strong trend and future forecast. This is set against the challenges of the current operating environment, which include a prolonged period of uncertainty including the impact of global instability, market failures, high demand and market pressures in social care, children’s and education services leading to significant financial pressures necessitating a mitigation plan, and wider resourcing challenges. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.8 The workforce profile in terms of age, ethnicity, and staff turnover, remains stable. There has been an increase in overall vacancies this quarter compared to our end position of 2023/24. Sickness absence has increased slightly over the last quarter and remains outside tolerance, attributed mainly to specific-service issues, particularly notable in Business Support, Customer Contact, Children and Families and Social Care and Support, with stress and mental health the most significant cause. This increasing trend is in line with the national picture across both public and private sectors. Targeted action in priority service areas to address increasing absence levels aims to stabilise the absence figure and then reduce this trend. To address current workforce challenges we have identified several priority actions which include continuing adoption of Strategic Workforce planning across the organisation, undertaking robust action on sickness absence supported by an attendance action plan and maintaining a focus on wellbeing, underpinned by our recently relaunched approach to wellbeing and support available.

- 1.9 In January 2024, Cabinet approved the refreshed Strategic Risk Management Framework. The risk management information presented in this performance report continues to take account of the agreed changes. Three of the nine strategic risks have a red or high-level status after taking account of the current mitigations. High-level strategic risks are summarised in Section 5 below.
- 1.10 At a more detailed service level, 73 risks are currently being monitored, eight of which are red risks or high-level status. Risks continue to be reviewed and updated across the Council to ensure that they are reflective of the current environment, priorities and plans and to ensure that appropriate mitigations are in place. Further detail is included in Section 5 below and Appendix 4.
- 1.11 The Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of our work. A challenging financial outlook in the short- to medium-term is impacting on the Council's resources, both financial and in terms of recruitment and retention, 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 Detailed information on the performance summary of the CDP is included at Appendix 1. A Power BI reporting dashboard is now available and enables Members to track progress by service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 2.3 There are 61 actions within the CDP, with two of these closing this Quarter. At Quarter One, 80% (49) are On Track and 3% (2) Complete, 17% (10) are At Risk/Compromised. It is these actions which are reported on in Appendix 1 on an exception basis.
- 2.4 Table 2 below shows the breakdown of status by Area of Focus as at Year End 2023/2024.

Area of Focus	Complete	On Track	At Risk	Compromised	Not Started	TOTAL
Create vibrant places with safe and inclusive communities	2	5	0	0	0	7
Deliver major infrastructure, digital connectivity and improved transport options	0	9	0	0	0	9
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future	0	4	0	0	0	4
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	0	6	3	0	0	9
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	0	2	3	0	0	5
Through education, improve life opportunities for children, young people and those with special	0	5	0	1	0	6
Support people to live healthy, happy, and independent lives and work with partners to	0	9	1	0	0	10
Great Council and Partner	0	9	2	0	0	11

Table 2

3. Performance against the Performance Management Framework

- 3.1 The Council Delivery Plan outlines deliverables under each Area of Focus and KBMs have been assigned to measure impact, a full performance summary against all KBMs is contained in [Appendix 2](#) and more comprehensive performance reporting is enabled through the Power BI [Performance Portal](#) as part of the PMF. Where applicable, some performance figures may now have been updated on the Power BI reporting system. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 3.2 Of the 55 KBMs available for reporting at Quarter 1, 76% (42) are reported as being On Track and 24% (13) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
- The number of children open to an Early Help Pathway is at 3,046, against an ambitious target of 3,200, and has been steadily improving over the last four years, more than doubling from 1,469 in Quarter 1 2020/21. The forecasted trajectory is a further increase in numbers. The aim of Early Help is to offer the right support at the right time so that problems are less likely to escalate to a point where a child becomes vulnerable or in need; this strategic approach to children's services will be further developed by the Council's selection as a Wave 2 pilot in the Department for Education's Families First For Children programme;
 - 48.4% (244 out of 504) of smokers taking part in the Stop Smoking Service and Stop Smoking in Pregnancy Service successfully quit at 4 weeks. This exceeds national guidance that service quit rates should be at least 35%. The development of new referral pathways and communications regarding the Swap to Stop scheme have contributed to the increase in delivery

level. The announcement of the Government's Smokefree Generation proposals and grant funding from April 2024 are being used in local plans that include: an increased budget for stop smoking aids, a new website and branding (joint with Coventry City Council), further engagement with priority groups to increase referrals, and the appointment of a Public Health Service Manager to lead on the delivery of the grant; and

- The % of adult social care, reablement and occupational therapy service users happy with the service they receive is at 97.3%, or 145 out of 149 service users. This is a strong indicator that is consistently at or above the target of 96%, showing high levels of satisfaction from service users when surveyed.

3.4 There are several performance challenges this Quarter:

- The number of Safe Accommodation units delivered in Quarter 1 is 11, which is behind the minimum number of 18 units expected by this point. Delays are due to reasons including difficulties in sourcing properties and delays with conveyancing. Close monthly monitoring continues with the commissioned provider, and it is expected that performance will improve, with 20 units live across the county forecast by the end of Quarter 2;
- The % of Education Health Care plans (EHCP) completed within 20 weeks has been declining over the past year, falling to 16% at Quarter 1. This is due to increasing demand and a backlog of EHCPs to process. A review is underway to assess opportunities to improve current processes, but the fundamental challenge is extremely high levels of demand and lack of capacity within the wider system;
- As previously reported demand for social care for those over 65 remains a challenge. The percentage of people open to Adult Social Care with eligible needs living in the community with support over the age of 65 has been slowly declining and has been consistently below the target for over a year, at 55% this month compared to a target of 60%. This is equivalent to 2,429 out of 4,355 people. There is an overall increase in demand for residential and nursing placements, and the team continue to monitor this demand and the impact this has on the financial position; and
- % Net Variation of Outturn Forecast to Revenue Budget (Whole Council) and % variation of revenue savings achieved against agreed Medium Term Financial Strategy (Whole Council). The full position and mitigating actions are outlined in the Quarter 1 Finance Monitoring Report, which reflects the combined impact of very high demand and costs, complexity of caseloads and systemic issues in terms of national policy and the operation of markets. The Quarter 1 Finance Monitoring Report also details the mitigations strategy that is now in place to reduce the pressures.

3.5 Within the current PMF there are 36 measures of the 55 available for reporting where there is enough trend data available to ascertain a direction of travel. 78% (28) of measures have a direction of travel that is On Track, all of which are either improving or static. Conversely, 22% (8) are Not on Track, the majority of which are either static or declining.

- 3.6 Within the current PMF a total of 54 KBMs have a forecast projection from the responsible service for the forthcoming period. 1 measure, % of planned capital programme forecast to be delivered in year, is projecting N/A due to the measure being a baseline and therefore it is difficult to ascertain a projection over the next reporting period.
- 3.7 Of the measures that have a Year End status of On Track, 40% (17) are forecast to improve over the next reporting period and 56% (23) are forecast to remain static in their current position. Just 1 measure is forecast to be On Track but with declining performance; number of people utilising WCC core settings.
- 3.8 Of those that have a Year End status of Not on Track, the majority 54% (7) measures are forecast to improve over the next reporting period, the remaining 46% (6) are forecast to remain static.
- 3.9 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 Human Resources (HR)

- 4.1 The HR performance reporting dashboard is included at [Appendix 3](#). This provides an overview of our key HR metrics. Whilst our workforce profile remains stable there are a couple of key points to highlight.
- 4.2 Sickness Absence:
- Overall, there has been another slight increase in absence across the first quarter.
 - Absence days for Quarter 1 are at 10.24 days per FTE meaning that the tolerance level of the target of 8 days per FTE (+/- 1 day) continues to be exceeded.
 - The highest reason for sickness absence remains stress and mental health, this has stabilised ending Quarter 1 at 3.44 days per FTE (3.45 at the end of quarter 4) but remains above the target of 2.5 days per FTE.
 - Targeted activity continues to be focused on teams with particularly high levels of stress and mental health absence.
 - Specific work undertaken in quarter 1 includes Employee Assistance Programme (EAP) awareness sessions being held during learning at work week for employees and managers; the bringing together of all resources for mental health on the intranet; the launch of a comprehensive sickness absence dashboard via Power BI to all senior managers updated monthly; providing senior managers with a clear picture of absence enabling them to identify where absence indicators have been met and take appropriate action.
 - To ensure that we are maximising the effectiveness of the workforce in the context of current pressures, there will be a focus on mitigating rising

sickness levels through both Corporate Board and Staff and Pensions Committee deep dives.

Recruitment:

- There are continuing recruitment challenges in several areas including Highways, Planners, Legal and Finance but most notably in Children and Young People and Social Care and Health. Strategic Workforce planning activity is being undertaken in these areas to try and identify creative solutions to address these issues. Whilst we have a continued focus on recruitment and retention this is within the context of a vacancy freeze for non-business critical posts to help mitigate the Council's financial pressures.

5. Management of Risk

- 5.1 The strategic risks are highlighted in [Appendix 4](#). The following three strategic risks, out of nine, have a red/high status after allowing for mitigating controls:
- mismatch between demand and resources;
 - lack of movement towards sustainable futures; and
 - cyber-attack may be successful.
- 5.2 Risk registers are maintained at Service (Director) level, with 73 risks currently being monitored across 13 Services at the end of Quarter 1. Key service risks are highlighted in two ways:
- by a red/amber/green rating signifying high through to low risk: at Quarter 1, eight risks out of 73 are classified as net red risks after mitigating controls; and
 - by comparing the current assessed risk with the respective target level of risk: at Quarter 1, seven risks (eleven at Quarter 4, nine at Quarter 3; 13 at Quarter 2; and 18 at Quarter 1) have been exceeding their target for 3 quarters or more and are currently exceeding the target by a score of more than 3.
- 5.3 Risk targets were introduced to help the Council operate in a more risk-aware way for example, it may be necessary to accept certain risks to access certain opportunities to deliver service outcomes (such as supporting economic recovery), or it may be prohibitively expensive to resource a service or process to operate at zero risk.
- 5.4 A summary performance reporting dashboard for risk is included at [Appendix 4](#) showing:
- Appendix 4a is a summary of the strategic risk register analysed by risk likelihood and risk impact shown in a heatmap; and
 - Appendix 4b is a summary of service risks highlighting red risks and risks consistently above target for 3 quarters or more and scoring more than 3 points higher than the target risk.

- 5.5 Mitigations are in place for all risks. However, events outside the Council's control are significantly influencing the view of risk. This includes wider tensions around supply, increasing demand as well as escalating costs. International tension and the increasing use and diversity of cyber-attacks by international parties adds to the complexity of the operating environment and risk landscape. Cyber risk is consistently among the top risks of organisations within Europe that have responded to annual risk research. Consequently, we keep our strategic and service risks under review and update the information regularly. From Quarter 1, Corporate Board has commenced a deeper consideration of those strategic risks which are out of alignment with the appetite and / or are high level.

6. Financial Implications

- 6.1 There are none specific to this report, but Cabinet is referred to the associated 2024/25 Financial Monitoring – Forecast position at Quarter 1 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 Human Resources dashboard](#)

Appendix 4 – [Management of Strategic Risk](#)

Background Papers

None

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The report was circulated to the following Members prior to publication:

Local Member(s): n/a as county wide report

Other Members: Chairs of the Overview and Scrutiny Committees