

Cabinet

12th June 2025

Council Plan 2022-2027 Integrated Performance Report Year End 2024/25

Recommendations

That Cabinet

- 1) Considers and comments on the Year End 2024/25 organisational performance; and
- 2) Agrees to refer the report to Overview and Scrutiny Committees (OSCs) 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 the Year End position, April 2024 – March 2025, against the strategic priorities and Areas of Focus as set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, Human Resources (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 (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
 - management of HR 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 enables Overview and Scrutiny Committees (OSCs) 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 have access to a wealth of information and data available at both strategic and service levels, and national metrics. As such, the Council's performance framework will

continue to evolve, and be streamlined to ensure that Members have access to the most useful performance data.

- 1.4 Implementation of the CDP began in April 2024 with Year End seeing a further three projects (5%) completed. The overall delivery position remains stable and in a good position with 47 (84%) On Track, 3 (5%) Complete and 6 (11%) At Risk. Actions which are not On Track are reported in more detail in [Appendix 1](#).
- 1.5 The 2024/25 PMF contains 68 KBMs, all of which are available for reporting at Year End. Table 1 below indicates the current assessment of performance which remains positive and broadly stable across the last year:

Table 1 Key Business Measure Status by Quarter

Status	On Track	Not on Track
Quarter 1	76% (42)	24% (13)
Quarter 2	73% (46)	27% (17)
Quarter 3	75% (47)	25% (16)
Year End	72% (49)	28% (19)

The forecast position for the next reporting period is that overall, the position will remain stable however a significant proportion (28 measures) will show improvement in their individual performance. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).

- 1.6 The workforce profile in terms of age, ethnicity, and staff turnover remains stable. Sickness absence has stabilised over the last quarter but remains outside tolerance. Stress and Mental Health absence continues to be the main reason for absence and is therefore a priority. Whilst sickness absence has gradually risen throughout the year, the trend now appears to be stabilising. Reporting has been on a rolling 12-month basis but a new monthly measure to track shorter term trends has been introduced. Resolution of long-term cases should create more capacity for managers to engage earlier and for the organisation to establish and tackle root causes of long-term absence. Removing individuals who have already left the organisation from the absence figures reduces the sickness absence figure to approximately 9 days, aligning it more closely with the target. The impact of the National Insurance contributions increase on the labour market is being monitored as well as what this may mean for recruitment and retention.
- 1.7 Overall, the strategic & directorate risk profiles have remained reasonably stable this quarter. All Directorate Leadership Teams, risk and control owners have completed a review of their risks either as part of the standard quarterly review or as a dedicated 'deep dive' exercise in Quarters 3 and 4. This report presents the quarterly monitoring of strategic & directorate risks. [Appendix 4](#) provides a full overview of the current risk position.

- 1.8 The Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of the Council's work. A challenging financial outlook in the short- to medium-term is impacting on the Council's resources. Resourcing challenges relate to both financial and workforce, reflecting levels of demand, and uncertainty about medium-term national policy direction in several key areas of work. Performance reporting will continue to track and highlight 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 Council Delivery Plan (CDP) covers a 2-year rolling period. It 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 enables Members to track progress by Council Plan Area of Focus.
- 2.3 There are 56 remaining actions within the Council Delivery Plan. Since April 2024 five projects have been successfully completed, with the rest rolling forward to be delivered as a part of the recently approved Council Delivery Plan 2025 - 2027. Of the ongoing actions, at Year End, 47 (84%) are On Track, 3 (5%) have completed this quarter and 6 (11%) are At Risk. 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 2024/2025.

Table 2 Status of CDP Deliverables by Area of Focus

	Complete	On Track	At Risk	Compromised	No Report	TOTAL
Create vibrant places with safe and inclusive communities	0	4	0	0	0	4
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	1	5	3	0	0	9
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	0	2	1	0	0	3
Through education, improve life opportunities for children, young people and those with special	0	4	1	0	0	5
Support people to live healthy, happy, and independent lives and work with partners to	1	9	1	0	0	11
Great Council and Partner	1	10	0	0	0	11

2.5 Whilst the majority of activity in the Council Delivery Plan this quarter has been static and on target to deliver in line with the parameters set, there has been some notable progress in the following areas;

- The roll out of the self-service financial assessments across adult social care including progress on the data integration between systems took place on 10th March, completing this activity.
- The Data and Business Intelligence Team have recently completed a piece of work to establish an Artificial Intelligence and Data Ethics Framework which is to be published to the Intranet this month.
- The Data and Business Intelligence Team have also recently implemented Azure Data Share which allows us, where appropriate, to share data with partners.
- The Natural Capital Investment Strategy has been published on how income from developer contributions is used, environmental markets, and nature-based compensation schemes such as Biodiversity Net Gain (BNG) to invest in and manage our natural assets. This helps address issues such as flooding, carbon reduction, and air and water quality.

2.6 Challenges being seen this quarter relate to the following:

- The provision of the Talenton Academy - Warwickshire County Council is in regular contact regarding the status of this provision which is due to be commissioned and funded by Department for Education.

3. Performance against the Performance Management Framework

- 3.1 The Council Delivery Plan outlines deliverables relevant to each Area of Focus and KBMs have been assigned to measure impact; a full performance summary against all KBMs is contained in [Appendix 2](#) and more comprehensive performance reporting is enabled through the Power BI [Performance Portal](#) as part of the PMF.

Of the 68 KBMs available for reporting at Year End, 72% (49) are reported as being On Track and 28% (19) being reported as Not on Track.

- 3.2 Notable aspects of positive performance for specific measures include:
- No. of businesses supported to start or grow through County Council activities has achieved the Year End target but it is anticipated that funding pressures could impact performance in the future;
 - The % of children and young people with an Education Health and Care (EHC) Plan attending a mainstream school has reached 37.9% (2,638 out of 6,9557 children); the highest proportion since 2018. As part of the Delivering Better Value (DBV) programme, which has been extended to the end of June 2025, the Council continues to promote inclusion in mainstream schools and where appropriate place children with EHC Plans in mainstream settings;
 - The DBV programme also focuses on increasing the use of resourced provision across the county. Resourced provision allows children to attend mainstream school whilst accessing specialist provision. This Quarter 87% (236 out of 272 planned) resourced provision places are being utilised by Warwickshire children, with places filled in accordance with each child's individual needs;
 - In March 2025 41.4% of Children in Care are placed with a WCC Foster Carer against a target of 40%. The Sapling Scheme supports this, where newer foster carers are paired with experienced carers to support them on their journey. WCC teams continue to promote fostering within Warwickshire through various routes;
 - The % of adult social care, reablement and occupational therapy service users happy with the service they receive achieved 99.2% in March 2025; and
 - % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council) is reporting performance within the + / - 2% target set as part of the performance framework. This measure was reported as Not on Track at Quarter 1 so this significantly improved position reflects the impact of the 2024/25 Financial Recovery Strategy including the application of spending controls for most of the financial year. This is an encouraging position however it is imperative that services achieve their budgets across the 2025/26 financial year.
- 3.3 There are several performance challenges this Quarter:
- 19% of Education Health Care plans (EHCP) were completed within the statutory 20 week target and this remains an area for improvement.

Performance is due to very significantly increasing demand and a backlog of EHCPs to process. A process review has taken place to optimise ways of working and resulting recommendations are being implemented, but these can only mitigate the fundamental challenge of the rapidly increasing levels of demand;

- The annual cost of SEND Home to School Transport per child continues to rise quarter by quarter and shows a very slight increase, from £11,855 in Quarter 3 to £11,896 at Year End and is over the target of £10,476. The trend is still showing an increasing number of children requiring transport due to the numbers of EHCPs being issued, which is reflected in the associated costs which are significantly above budget. The network is under constant review to ensure best use of transport options;
- No. of apprenticeships created through WCC support where the reduction in Quarter 4 to 30, from 90 in Quarter 3, reflects the national decline in apprenticeship opportunities;
- No. of trees planted against the Council's commitment to plant one tree for each resident of Warwickshire, as although significant progress has been made with 117,906 trees planted to date the overall schedule for delivery of the 555,000 target by 2030 is proving challenging due to the unavailability of suitable land;
- % variation of revenue savings achieved against the agreed Medium Term Financial Strategy (Whole Council) remains as Not on Track. This leaves an in-year shortfall of £6.269m in cash terms but a £9.625m shortfall against the original delivery plans. Further detail is reported in the Financial Outturn Report to Cabinet in June.

Of measures with enough trend data available to ascertain a direction of travel, 92% of measures currently reported On Track have performance that is either improving or static. Conversely, for the Not on Track measures, for the majority performance is static.

Within the current PMF, 67 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a status of On Track, 94% are forecast to remain static or improve over the next reporting period.

- 3.4 Of those that have a status of Not on Track, 89% of the measures are forecast to improve or remain static. Two measures are forecast to decline, as referenced below:
- % Reduction in Killed and Seriously Injured on Warwickshire Roads as this is a challenging target with many factors impacting levels. There are multiple initiatives in place to improve performance such as new technology and partnership working; and
 - % Education Health Care Plans completed within 20 weeks as the backlog of cases is worked through alongside high volumes still being issued.
- 3.5 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. The current performance at Year End is laid out in [Appendix 2](#).

4. Management of Human Resources (HR)

4.1 The HR performance reporting dashboard is included at [Appendix 3](#). This provides an overview of the key HR metrics. Whilst the workforce profile remains stable there are a couple of key points to highlight.

4.2 Sickness Absence:

- Overall, there has been a stabilisation in absence across the fourth quarter;
- Absence days for Quarter 4 are at 10.72 days per FTE which compares to 10.73 days at the end of Quarter 3, meaning that the tolerance level of the target of 8 days per FTE (+/- 1 day) continues to be exceeded; Removing those who have already left the organisation reduces the headline figure to an average of 8.78 days per FTE.
- The highest reason for sickness absence remains stress and mental health, this has remained at the same level ending Quarter 4 at 3.73 days per FTE (3.73 at the end of quarter 3) 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 and long-term absences, with specific focus on gaining a better understanding of the root causes of long-term absence and earlier intervention by managers; and
- Specific work undertaken in Quarter 4 included:
 - Meetings undertaken with our occupational health provider regarding their ill health retirement process to improve efficiencies;
 - All long-term cases (over four weeks) were categorised to help target action and provide assurance that action is being taken;
 - Ongoing training is being delivered to support managers;
 - Health & Safety piloted a stress and mental health inspection within Children and Families service and the report is currently under review; and
 - Reported to Overview and Scrutiny Committee on the 5th March 2025 where an Attendance at Work Delivery Plan for 2025/26 was considered and supported.

Recruitment:

- The impact of spending controls continues to reflect in both the number of roles advertised and the number of people joining the organisation compared to the previous quarter; and
- The impact from changes to employer National Insurance contributions on the labour market is being monitored. With less vacancies in the market the talent pool for some of the harder to fill roles may increase.

Engagement:

The 2025 YourSay staff survey results are now available and show an increase in the response rate from 56% in 2024 to 58%. The headline figures are also positive, and all the related key business measures and indicators are above 75% agreement. In particular, our overall employee engagement score has risen to 80% this year from 79% in 2023/24 and 76% in 2022/23. This exceeds the target of 78% and the benchmark comparator (other Local Authorities) of 62%. Results will be reported to Staff and Pensions Committee.

5. Management of Risk

5.1 Overall, the strategic & directorate risk profiles have remained reasonably stable this quarter. All Directorate Leadership Teams, risk and control owners have completed a review of their risks either as part of the standard quarterly review or as a dedicated 'deep dive' exercise in Quarters 3 and 4.

5.2 Strategic Risks:

Overall, the strategic risk profile has remained reasonably static this quarter. There continues to be a significant amount of change in the external policy environment, which the strategic risks are well aligned to. One new strategic risk has been added around the Dedicated Schools Grant which is co-owned by the Executive Directors for Resources and Children & Young People.

5.3 Directorate Risks:

Several risks have been closed this quarter and/or amalgamated, reducing overall numbers (primarily in Communities as a result of the deep dive exercise). There has been very little movement in ratings for risks in Quarter 4. The table 3 below summarises the overall risk position across the Directorates at Quarter 4.

Table 3 Quarter 4 Directorate Risk summaries

	Red	Amber	Green	TOTAL
Children & Young People	1	6	2	9
Social Care & Health	1	8	4	13
Communities	1	11	7	19
Resources	1	7	5	13
TOTAL	4	32	18	54

5.4 A further review of the risk framework and the associated risk appetites will be conducted in the Autumn with Cabinet and Leadership Team and reported to the November meeting of the Audit & Standards Committee.

6. Financial Implications

- 6.1 There are none specific to this report, but Cabinet is referred to the associated Financial Outturn Report 2024/25 also on the agenda of today's Cabinet.

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 - county wide matter