

Cabinet

15th June 2023

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

Period under review: April 2022 to March 2023

Recommendations

That Cabinet:

1. Considers and comments on the Year End organisational performance.
2. Agrees to refer the report to Overview and Scrutiny Committees to consider, in detail, the information relevant to their individual remits.
3. Agrees the proposed changes for the 2023/24 reporting period to the Performance Management Framework (PMF) as outlined in Appendix 1c.

1 Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at the end of the financial year (April 2022 - March 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. 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 Human Resources is summarised in Section 4 and the summary dashboard 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, HR, 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 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 in consideration of 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 Of the 76 KBMs available for reporting this quarter the following table indicates an assessment of performance, compared to previous quarters.

Quarter	On Track	Not on Track
1	70% (35)	30% (15)
2	63% (34)	37% (20)
3	69% (43)	31% (19)
Year End	66% (50)	34% (26)

- 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 available via [this link](#).
- 1.10 There are some key emerging themes highlighted by this report, including:
- Increasing demand being reported in the Children & Families Service, where Social Worker's workloads have increased this quarter and in the number of applications made through the Local Welfare Scheme; and
 - 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 & 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; and

- No. of Children in Care excluding unaccompanied asylum-seeking children, which has reached 678, the lowest figure reported since December 2019.

A broader area of positive performance relates to the “Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills” Area of Focus which is encouraging with 7 of the 9 KBMs considered On Track at Year End.

1.12 The main performance challenges relate to:

- The % of Children receiving a 6-8 Week Health Check has reduced 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;
- the No. of Domestic Abuse Incidents reported to the Police which is behind prior year and considerably below target;
- the No. of carers in receipt of support on the final day of the reporting period, which has remained below target, however this can be attributed to additional support being provided by the Carer’s Trust; and
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan remains a challenge with performance being significantly above target, mainly due to the increased growth in Independent special school provision demand.

Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival time at incidents, the Service is actively working towards a resourcing to risk review using risk analysis to inform more realistic standards going forward to continue to keep the communities across the county safe from harm. A review of the targets in relation to fire related deaths and injuries has been conducted and going forward these will be presented as information only without an associated target.

1.13 The report sets out services’ projected performance trajectory, which recognises a more volatile than usual external environment.

1.14 Implementation of the Integrated Delivery Plan (IDP) continues with Quarter 4 seeing a further 23 projects completed. In the context of the challenging external environment the overall delivery position remains strong, with 63% of the remaining actions On Track and a further 12% Complete, 19% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on an exception basis in Appendix 2.

1.15 Six of the Council’s 18 strategic risks have a red status. The red risks arise generally as a result of:

- The impact of current inflation on living standards and levels of inequality;
- Warwickshire’s economy;
- Council funding; and

- Levels of demand for services and consequentially the Council's capacity to deliver all of its priorities.
- 1.16 At a more detailed service level 81 risks are currently being monitored, of which 19 are rated as a high residual risk.
- 1.17 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.
- 1.18 Such an unprecedented combination of events at a global and national level creates 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 future national policy, particularly Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.19 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 to these, 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 [Appendix1](#).
- 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 Of the 76 KBMs available for reporting this quarter, 66% (50) are reported as being On Track and 34% (26) being reported as Not on Track. Three measures are being reported but have a status of Not Applicable:

- No. of grant funding applications supported for the delivery of the Regeneration & Place Shaping initiatives as none have been received to date;
- % of site specific business cases approved for Warwickshire Property and Development Group – no business cases have been sent for approval this quarter; and
- % reduction of WCC Warwick Office space - the focus of the Estates Master Plan during 2022/23 has been on reinstating Shire Hall and Northgate House in Warwick following the Pandemic. During 2022/23 there has been no significant reduction in office space across the Warwick portfolio however it is of note that space available at the Saltisford has been repurposed with tenants already established, and more due, in line with the strategy to optimise use of the estate.

There are 5 measures unavailable for reporting at Year End:

- % habitat biodiversity net gain in WCC rural estate which is being baselined from 2023/24;
- Annual change in soil and vegetation carbon storage by habitat (tonnes of Carbon per hectare) in WCC rural settings where a mechanism to measure the performance is being established;
- % of all capital schemes completed on budget – the data is not currently available however the systems are now in place to capture this information more readily going forward;
- % of 19 year olds qualified to Level 2 including English and Maths which is due for reporting in June due to the scheduled release of data; and
- No. of suicide rates for those aged 10 & over, directly standardised rate per 100,000 population, which is due for reporting in September following release of audited data.

2.4 There are 58 measures available for reporting, where there is enough trend data available to ascertain a Direction of Travel. 62% (36) of measures have a Direction of Travel that is On Track, the majority of which are either improving or static. Conversely, 38% (22) are Not on Track, the majority of which are declining.

2.5 A total of 77 reporting measures have a forecast projection from the responsible service for the forthcoming period. Of the measures that are forecast to be On Track at Year End, the majority are forecast to improve or remain static. The forecast to decline over the next quarter. The Value (£) of investment secured by Warwickshire businesses as result of WCC funded business support activities) forecast to decline over the next quarter:

Of those that are forecast to be Not on Track, the majority are forecast to improve or remain static. The following 3 are forecast to decline at the next reporting period:

- No. of Domestic Abuse Incidents reported to the Police;

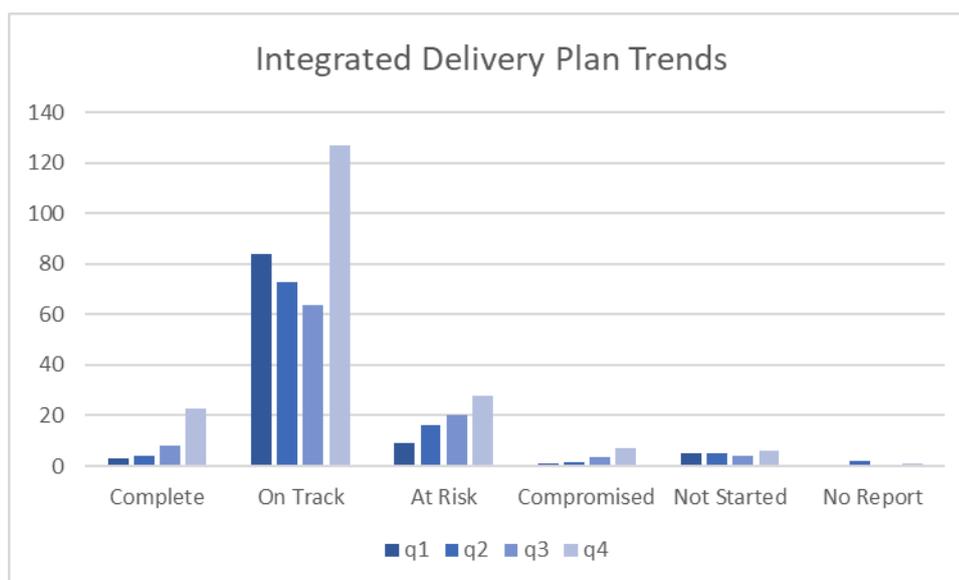
- Under 18 conception rate, crude rate per 1,000 females aged 15-17; and
- % of schools with a deficit budget.

The projection provided at Quarter 3 for Year End was broadly accurate, therefore it is anticipated that the projection provided at Year End will be accurate also.

- 2.6 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.
- 2.7 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.
- 2.8 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. Performance against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all Service areas against the 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 There are 192 remaining actions within the Integrated Delivery Plan, with 23 of these closing this Quarter. At Year End, 63% are On Track and 12% Complete, 19% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 3.5 This graphic shows emergent trends of activity status by Quarter.



3.5 The following table shows the breakdown of statuses by Area of Focus:

Area of Focus	Complete	On Track	At Risk	Compromised	Not Started	TOTAL
Create vibrant places with safe and inclusive communities	1	9	3	1	0	14
Deliver major infrastructure, digital connectivity and improved transport options	1	9	6	0	0	16
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future	0	22	7	0	0	29
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	5	6	2	3	23
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	3	8	4	3	1	19
Through education, improve life opportunities for children, young people and those with special	2	24	0	0	0	26
Support people to live healthy, happy, and independent lives and work with partners to reduce	6	24	0	0	0	30
Great Council and Partner - Harnessing Community Power	0	11	0	0	1	12
Great Council and Partner - Using our data and digital solutions to improve service delivery	2	10	1	1	1	15
Great Council and Partner - Our people and the way we work	1	5	1	0	0	7

3.6 Several actions remain At Risk relating to capital programmes and projects, where current inflation levels and supply chain challenges are creating significant levels of risk and uncertainty about capacity to deliver as planned within available resources, a challenge common to all Councils. Scheme-by-scheme due diligence is underway to review inflationary pressures on the existing capital programme to help inform decisions about allocation of the £15m inflation contingency fund agreed at Council on 29th September 2022.

3.8 Important emerging points to flag in terms of delivery, the impacts of which will be followed up during the next Quarter, are:

- The local municipal Waste Management Strategy review is yet to start due to awaiting clarity on the Government's new resources and waste strategy;
- The Solar Together Warwickshire project continues to be impacted by significant contractor issues and will not meet its target; the future of the scheme is to be reviewed in 2023/24;
- Lack of foster carers has resulted in the work around equalities within the young offenders in care becoming compromised; a further recruitment campaign has been undertaken to address this; and
- Work on the new Youth Centre in Bedworth is delayed due to building issues. The service are actively working on alternative plans to expedite this.

4. Management of Human Resources (HR)

4.1 The HR performance reporting dashboard is included at [Appendix 3](#).

4.2 Sickness Absence:

- Overall, there has been a slight reduction in absence across the year, with a stabilising trend through quarters 3 and 4.
- The outturn of 8.99 days per FTE remains with the target of 8 days per FTE (+/- 1 day).
- Levels of absence attributed to Covid-19 have started to reduce.
- The highest reason for sickness absence remains stress and mental health, with has increased slightly across the year at 2.57 days per fte, which is marginally over the target of 2.5 days per FTE.
- The key focus areas continue to include targeting support for stress and mental health absence, long term absence and teams with high absence levels, recommissioning the Occupational Health and Employee Assist Programme providers and undertaking a Health Needs Assessment, in order to progress the evidence required for Silver Thrive at Work.

4.3 Establishment:

- Recruitment and retention activity has led to a reduced number of vacancies against a slightly increased establishment. With the continued focus on recruitment and retention, it is anticipated that FTE may continue to rise over the coming year.

4.4 Age profile:

- The age profile of the organisation remains relatively static, with over half of the workforce, 54.3%, being aged between 25 and 50, increasing from 54.2% during the previous quarter.

4.5 Ethnicity:

- The ethnicity profile of the organisation remains relatively static with 72.6% of the workforce being white British which is a slight increase from 72.4% at the end of Quarter 3.

4.6 Staff turnover:

- Turnover, at 12.9% for the rolling 12 months, has shown another reduction from 13.4% in the last quarter and is marginally lower than the 2021/2022 Year End position of 13.0%. This is encouraging, although there are continuing recruitment challenges in a number of areas. The Local Government pay award for 2023/2024 is yet to be settled, with the unions balloting their members on the final offer made by the employers, which may result in industrial action being taken.
- 53% of leavers are due to voluntary resignations, which is a decrease from 72% in the previous quarter.
- A number of agreed priorities within the Our People Strategy year 3 plan will support further reductions in turnover and our aim to be an employer of choice, particularly including:
 - Pay and reward;
 - Recruitment and retention;
 - Strategic Workforce planning;
 - Equality, Diversity and Inclusion; and
 - Engagement.

5. Management of Risk

5.1 The strategic risk register reflects an increase in the assessed risk of adverse issues arising due to the effects of a deteriorating economic position and increases in inflation and the cost of living. Risks relating to social care reform and levelling up have been identified. The following 6 of our 18 strategic risks have a red status after allowing for mitigating actions:

- economic growth slows or stalls;
- widening inequalities post pandemic;
- SEND resources are insufficient to meet demand;
- inflation and the rising cost of living;
- 2050 County net zero targets not met; and
- Uncertainty of external influences, e.g. government policy.

5.2 Risk registers are also maintained at service (Assistant Director) level, with 81 risks currently being monitored across 13 Services at Quarter 4. Key service risk issues are highlighted in two ways:

- by a red/amber/green rating signifying low through to high risk: at Quarter 4, 19 risks out of 81 are classified as net red risks after mitigating actions; and
- by comparing the actual assessed risk with a target level of risk: at Quarter 4, 19 risks 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 in order 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 – a summary of the strategic risk register analysed by risk likelihood and risk impact; and
- Appendix 4b – a summary of service risks highlighting red risks and risks consistently above target for 3 quarters or more (and still scoring more than 3 points higher than the target risk).

5.5 Identified risks have an assessment of mitigating actions that is reviewed and updated periodically by relevant managers.

6. Financial Implications

6.1 There are none specific to this report, but Cabinet is referred to the associated finance performance report, which is on the same agenda as this paper.

7. Environmental Implications

7.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

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

Appendix 3 – [Management of Human Resources dashboard](#)

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

Background Papers

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

Local Member(s):

Other Members: OSC chairs