

# Agenda Item 9.

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| <b>TITLE</b>                | <b>Quarter 4 22/23 Performance Monitoring Report</b>                   |
| <b>FOR CONSIDERATION BY</b> | Overview & Scrutiny Management Committee on 12 <sup>th</sup> June 2023 |
| <b>WARD</b>                 | (All Wards);   |
| <b>LEAD POLITICIAN</b>      | Sarah Kerr – Executive Member for Performance                          |
| <b>LEAD OFFICER</b>         | Sally Watkins - Chief Operating Officer                                |

## **OUTCOME / BENEFITS TO THE COMMUNITY**

This report provides accountability and transparency against the Council's Key Performance Indicators (KPIs) for service areas and provision of these to our customers.

## **RECOMMENDATION**

To note the performance of the KPIs relevant to this committee.

## **SUMMARY OF REPORT**

Quarter 4 KPIs show good performance despite significant continued challenges to delivery. The highlights of quarter 4 for the Council include:

- Successful bids for capital funding from DfE for 2 new SEND free schools.
- Leisure participation at our leisure centres has recovered to pre pandemic levels with the 3rd highest levels across our leisure provider.
- Successful bid to the Social Housing Decarbonisation Fund for £292k (with the HRA contributing a further £292k) which will bring just over 100 social houses to an EPC rating C by 2025
- 3 community vision sessions with 150+ attendees and with community representation from 50+ organisations
- The Council has received four nominations for the 2023 MJ Awards. One of the nominations is for the Best Social Housing Initiative for the Adult Social Care Specialist Accommodation (ASCSA) Programme. The creation of new specially adapted accommodation to support a range of vulnerable residents, helping improve their independence and quality of life within the community which has, in part, helped us to achieve the improvement in AS4 for 2022-23.

Looking forward, inflation continues to cause challenges. Inflation drives up the costs of everything the council does. It also increases demand of many services and compounds this with more complex issues. There are also continued pressures on both the revenue and capital budgets and the delivery of cost savings is a challenge across the organisation. Finally recruitment and retention continues to be a challenge in certain key skills areas.

Quarter 4 is also the year end. Despite mounting pressure from inflation and the cost of living, which has built all year, performance has been consistent through the year and the year end position for the Council is strong.

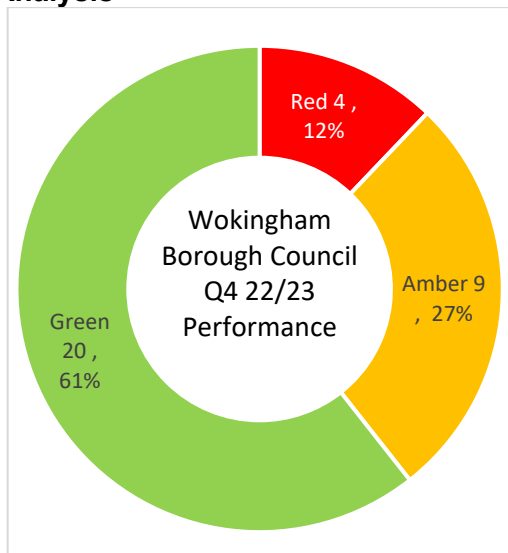
Further details of all KPIs are listed in Appendix A which accompanies this report.

## **Background**

- The Council’s Key Performance Indicators (KPIs) measure how well each service is delivering against its current objectives.
- KPIs that are reported are decided by the lead executive members in consultation with their respective director. Targets for each KPI are also set in the same way.
- This performance report and appendices covers **Q4 2022/23 January, February and March 2023**.
- There are 40 KPIs, details of which can be found in found in Appendix A which includes year on year trends where available.
- Where available benchmarking information is included to give greater context.
- Each KPI should have a SMART target (Specific, Measurable, Achievable, Realistic and Timely), which takes into account historic trend information and benchmarking to compare Wokingham Borough performance with national trends.
- KPIs are assigned a RAG status (**Red, Amber, Green**) to indicate whether performance is on target (**Green**), close to target (**Amber**) or missing the target (**Red**).

Indicators are assigned to a Director and Lead Executive Member. Commentary including highlights, focuses for the future and potential challenges from the CEO, Deputy CEO and each Director can be found in Appendix A, which accompanies this report.

## Analysis



### Quarter 4 22/23 Performance

Quarter 4 KPIs show good performance despite some significant continued challenges to delivery. High inflation driving up the cost of service delivery coupled with financial uncertainty at a global level has made it a challenging quarter. Despite this, the majority of KPIs, 20, are Green, 8 are Amber and 4 are Red.

### Red KPIs in Quarter 4 2022/23

The following information below gives details of the KPIs reported as Red in Q4 22/23 with background and context of performance and the corrective action being taken

#### RA10B – Completion to time and budget of regeneration projects (Residential Works)

The residential element of the project is delayed, and will result in budget increase, since a new contractor has had to be appointed to complete the final elements and it is anticipated the scheme will be completed later this calendar year.

#### CS3 – Percentage of Children in Care who are 20 miles+ from their homes and out of borough.

The number of children in care over 20miles from their homes peaked in Q3 with 26 out of 91 in this category. For Q4 the number was 24 of 93 or 26%, whilst this is over target it is now trending back down to target. The locally set target for Wokingham in 2022/23 is based on the average of 2021/22 performance for England (16%), South East (22%) and Statistical

Neighbouring Local Authorities (29%). Low percentage indicates better performance for this indicator.

Local placements are defined as 20 miles or less from the child's home address and distant placements as those over 20 miles from home address. This is irrespective of local authority boundaries. Wokingham has around 10% of looked after children placed in residential care (non-SEND or UASC), residential care is predominantly out of the borough. The supply of local residential care beds has decreased over recent years.

A number of children are placed with their parents as part of a reunification plan or with family members who have been approved as foster carers. Some of these families now reside further than 20 miles than their originating address in Wokingham.

For some children the distance from their home address can have a real impact as the 'team around the child' and the child's family, are not as easily available. Wokingham is addressing it placement sufficiently in order increase the number of resources that are available locally, through creating additional capacity.

#### **CS4 – Percentage of Education, Health and Care Plan (EHCP) Assessments completed within 20 weeks of referral.**

The % timeliness of the issuing of EHC Plans within 20 weeks started to recover in Q4 at 55% back up from 41% in Q3. This was driven by the Education Psychology service prioritising statutory assessments and using locum staff to progress delayed advice. An EHCP timeliness meeting held with the SEND Team, EP Service and health colleagues was useful in identifying areas where delay can occur, and actions have been taken to ensure timeliness continues its upward trajectory in 2023/24.

In 2021 the published results for Wokingham for EHCPs issued within 20 weeks was 80.9% compared to England 57.9%, South East 48.8 % and Statistical Neighbours 57.9%. The target was based on that year's performance.

#### **AS2 – Social work assessments allocated to commence within 28 days of the request (counted at point of allocation)**

This is not monitored as a national performance measure, however, numbers of people waiting for assessments, packages of care or reviews is collected regularly for all Local Authorities in the South East. Currently 26% of people are waiting longer than 6 months across the region. 28 days is a local target to ensure best practice.

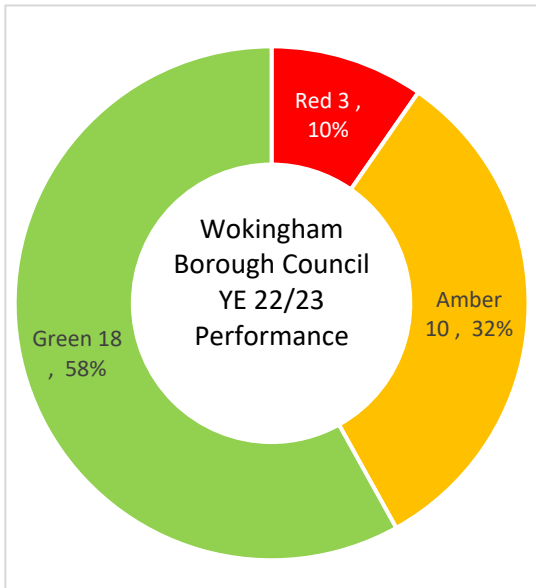
People must be provided with the right combination of care, in the right place at the right time, in ways that will be sustainable going forward.

There is a process of triaging and risk assessing all contacts received to ensure those requiring immediate attention are prioritised.

Performance in this area has improved year-on-year despite rising volume and complexity in Adult Social Care. We have seen a 9% increase in contacts over the last year, a 76% increase in safeguarding concerns compared to pre-pandemic, increasing demand for care services, particularly to meet more complex needs, whilst seeing a 58.3% increase in vacancies for care staff across the region from last year.

Performance has declined in this area in January (84%) and February (72%). Whilst there has been a reduction in performance in Q4, it must be stressed that all contacts are triaged, and risk assessed to ensure those requiring immediate attention are prioritised and immediate services implemented. During Q4 we have also introduced some new paperwork to strengthen assessments at first contact, but we suspect that this is not being captured in these statistics;

this is being explored. Q4 has had considerable winter pressures, which mirrors the drop in Q4 2021-22, and the team has ceased additional locum staffing and spend.



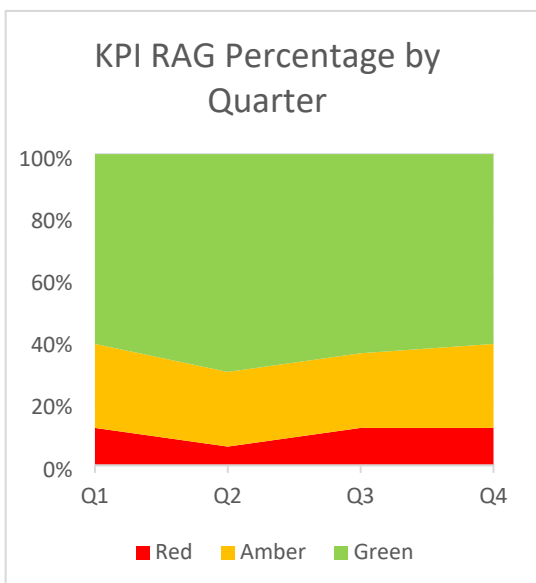
**Annual Performance**

The year end position shows a strong finish to the year with the majority of targeted KPIs rated as green and only 3 reds.

This represents the culmination of a consistent performance through the year in the face of growing pressure on services and the emerging pressure of the costs of living crisis and inflation.

The 3 red KPIs at the year end are RA10b, CS3 and CS4. These are 3 of the 4 red rated KPIs for Q4 and commentary on their performance can be seen above.

For more information on the performance and outputs from the Council in the last municipal year please see the annual report which is planned for release in September



**KPIs without targets**

There are currently 7 KPIs without targets assigned and it is important to understand why this is the case.

CEX2, CEX3, CEX4, PG5 and PG8 are new KPIs introduced for 2022/23 reporting and there needs to be an initial period for these measures to establish the baseline performance, fully understand the results and then to agree a suitable target to aim for. CEX2 is designed to assess the level of channel shift as part of the council’s drive to effectively manage demand through our customer touch points. CEX3 is designed as a proxy measure of socioeconomic inequality and will be used to understand the effect of the tackling poverty strategy. CEX4 is a measure of the confidence officers have in the organisation and their willingness to share ethnicity and disability information. It is an important factor in assessing the progress of the Council’s Equality Programme. PG8 has been introduced alongside PG9 to understand first

how much waste we produce and then second where that waste goes. PG2 and PG3 are important KPIs to understand the demand on the council for homelessness prevention and how it is dealt with. The cost-of-living crisis is driving increased demand along with increased complexity in this area. Targeting at this time with so much uncertainty economically would be difficult and of limited value

**FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces unprecedented financial pressures as a result of; the longer term impact of the COVID-19 crisis, Brexit, the war in Ukraine and the general economic climate of rising prices and the increasing cost of debt. It is therefore imperative that Council resources are optimised and are focused on the vulnerable and on its highest priorities.***

|                                   | How much will it Cost/ (Save) | Is there sufficient funding – if not quantify the Shortfall | Revenue or Capital? |
|-----------------------------------|-------------------------------|---|---------------------|
| Current Financial Year (Year 1)   | Nil                           | Nil   | Nil                 |
| Next Financial Year (Year 2)      | Nil                           | Nil   | Nil                 |
| Following Financial Year (Year 3) | Nil                           | Nil   | Nil                 |

**Other financial information relevant to the Recommendation/Decision**  
None

**Cross-Council Implications** (how does this decision impact on other Council services, including properties and priorities?)  
This report covers the whole of the Council’s operations.

**Public Sector Equality Duty**  
Please confirm that due regard to the Public Sector Equality Duty has been taken and if an equalities assessment has been completed or explain why an equalities assessment is not required.

**Climate Emergency – This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030**  
Please state clearly what the impact of the decision being made would be on the Council’s carbon neutral objective.

**Reasons for considering the report in Part 2**

**List of Background Papers**

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