



Report to Policy Committee

Author/Lead Officer of Report: *Nicola McHugh,
Business Intelligence & Performance Manager*

Tel: 0114 205 6597

Report of: *James Henderson, Director of Policy, Performance and Communications*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *24th January 2023*

Subject: *Corporate Performance Reporting 2022*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? N/A				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
N/A				

Purpose of Report:

This report sets out an overview of the corporate performance framework and provides a corporate performance update concentrating on the six month period from summer 2022. Progress towards key priorities defined as Urgent Performance Challenges in the Our Sheffield - Delivery Plan are reported alongside actions underway for each priority to sustain and improve performance.

It is recommended that the Strategy and Resources Policy Committee:

1. note the performance update on Sheffield City Council key performance priorities
2. agree to continue to receive regular reports providing an overview of performance against the organisation's key priorities. This should describe performance challenges, interventions taken, and the results of changes made.
3. Consider, and ask all other policy committees to consider, if issues raised in this performance report should have further scrutiny through the scheduling of time on the appropriate committee work programme

Background Papers:

Appendix 1 – Urgent Performance Challenges Measures

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Jane Wilby – Head of Accounting</i> Legal: <i>Sarah Bennett – Assistant Director of Legal and Governance</i> Equalities & Consultation: <i>Ed Sexton – Senior Equalities and Involvement Officer</i> Climate: <i>Jessica Rick – Sustainability Programme Officer</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>James Henderson – Director Policy, Performance and Communication</i>
3	Committee Chair consulted:	<i>Cllr Terry Fox, Strategy and Resources Policy Committee Chair</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Nicola McHugh</i>	Job Title: <i>Business Intelligence & Performance Manager</i>
	Date: <i>13th January 2023</i>	

PERFORMANCE REPORTING TO COMMITTEES

1. This report is part of the regular twice-yearly reporting of performance to Strategy and Resources Policy Committee with the aim of ensuring the Committee are kept up to date with performance of the organisation and have the opportunity to see and discuss the approach to identifying performance challenges, actions and responses put in place to address emerging challenges and progress towards good performance and key milestones.
2. Performance reporting for Strategy and Resources Policy Committee should continue to go hand-in-hand with detailed service specific reporting and deeper dives into performance challenges provided for each of the individual policy committees.

PERFORMANCE MANAGEMENT OF THE DELIVERY PLAN

1. Performance management is essential to the success of Sheffield City Council delivering on its priorities and ambitions. Demonstrating clear, visible and measurable change – addressing the areas of underperformance which matter most for Members and citizens, including immediate (and in some cases longstanding) performance and delivery challenges (as well as some areas of good performance).
2. Baselines, targets and measures of success were used in the preparation and development of the Delivery Plan in order to set out a determined and ambitious way forward for the city. The eleven Urgent Performance Challenge areas where we need to make rapid progress form the focus of current monitoring.
3. This approach is aligned with the first, ‘Stabilise’ phase of the four-year improvement journey – where the emphasis is on direction setting, financial realignment and urgent performance improvement.
4. The Delivery Plan established for each commitment:
 - the issues that needed to be addressed
 - what our current performance picture looked like based on data and insight available.

PERFORMANCE MANAGEMENT FRAMEWORK

1. The Performance Management Framework was developed in September 2022 and has been in active use since October 2022. It is structured around the eleven Urgent Performance Challenges. For each challenge area the Delivery Plan sets out:
 - the issue
 - accountable officer
 - performance picture
 - issues underlying the current performance
 - what success looks like in 2022/23

- key milestones and actions
 - risks and issues
2. Key performance measures have been confirmed with officers leading each priority, the baseline, trend and targets have been put in place. The measures in each section when considered together allow progress against the performance challenge to be established.
 3. Rounded performance monitoring cannot be achieved with just quantitative measures. The approach taken here has been to jointly value measures and context to enable understanding of progress, emerging challenges, how these challenges are being addressed and when impacts will be seen.
 - The key performance measures and charts provide a way in to understand trend, trajectory towards targets and comparators. There are 74 performance measures assigned to the 11 Urgent Performance Challenges, these are shown in the attached document (Appendix 1). Metadata and measure quality information is being put in place for each measure and will provide quality assurance of the process and data.
 - The companion narrative provides more detail about the context of the service or area of work, what actions are being taken to improve performance, what approaches will deliver the outcomes sought and what internal and external factors are impacting on the current position.

OVERVIEW OF PERFORMANCE 2022

1. Performance has been reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review and follow up. A wider range of organisational performance reporting, including; finance, risk and HR is also carried out with regular reporting at the Strategy and Leadership Board, Performance and Delivery Board, Corporate Risk Management Group and portfolio and director levels.
2. A performance summary is provided for each Urgent Performance Challenge area set out in the Delivery Plan. The current performance position including reference to performance measures and targets is given, followed by an overview of actions which speak to the improvement or sustainment of performance, or which are required in response to a challenging performance position. Relevant performance data is also provided to illustrate the summary.

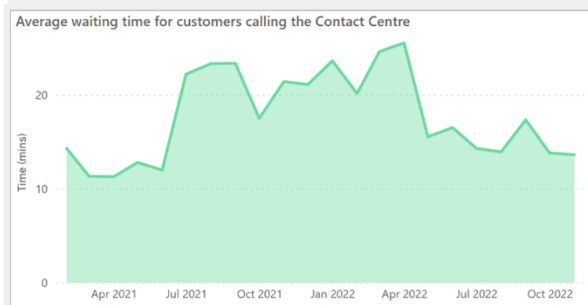
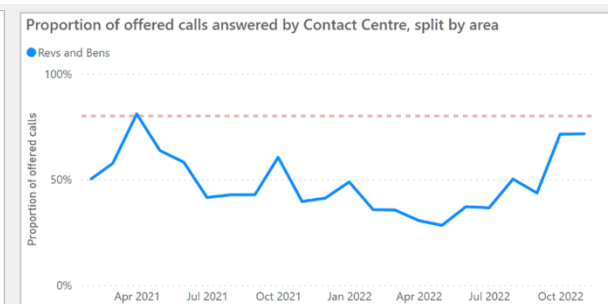
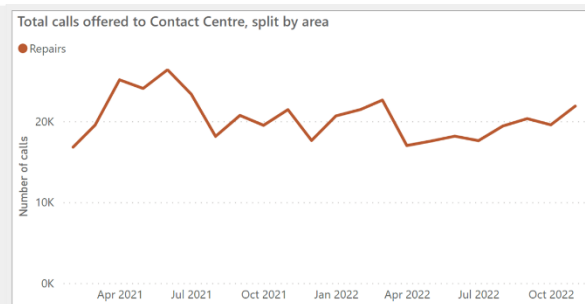
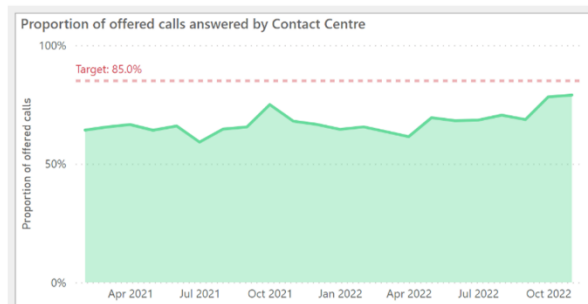
Customer Services

Performance Improvements	Increased proportion of calls answered and reduced average waiting times, particular improvement in Revenue and Benefits calls
Performance Challenges	Increased call demand and staff vacancies in Repairs team leading to reduced calls answered and longer waiting times

Overall Contact Centre performance has improved with average waiting times reducing and the proportion of calls being answered increasing. Notable and rapid improvements can be seen in the Revenues and Benefits Team performance since the summer, across all measures. Contact Centre areas already at or close to the key performance indicator targets (Out of Hours, Housing and Corporate) have remained so. The Repairs Team has seen a seasonal rise in calls, which – allied to vacancies in the team, is having an impact on call answering and average waiting time but to date this has not led to the higher call waiting times seen in the early part of 2022.

A number of actions have been put in place to address performance challenges, the impacts of these are starting to show through and would expect to continue to have an impact on performance in 2023;

- Filling of vacancies particularly in the Revenues and Benefits team (where an increase in resources was agreed in the summer) is showing positive impact
- Trial of a new approach enabling an increased range of calls, e.g. Free School Meals, Child Travel Passes, Blue Badges, to be answered by the Fulfilment team rather than via the Contact Centre means almost three quarters of calls were answered at first contact
- Reduced manual call handling by the Housing Team by use of interactive voice response to assist with automatic directing of the call to the appropriate person
- A new online Repairs form launched in autumn 2022 leading to some initial issues, additionally tenants became able to re-arrange appointments themselves, whilst a positive customer focus, this is resulting in additional demand coming through.



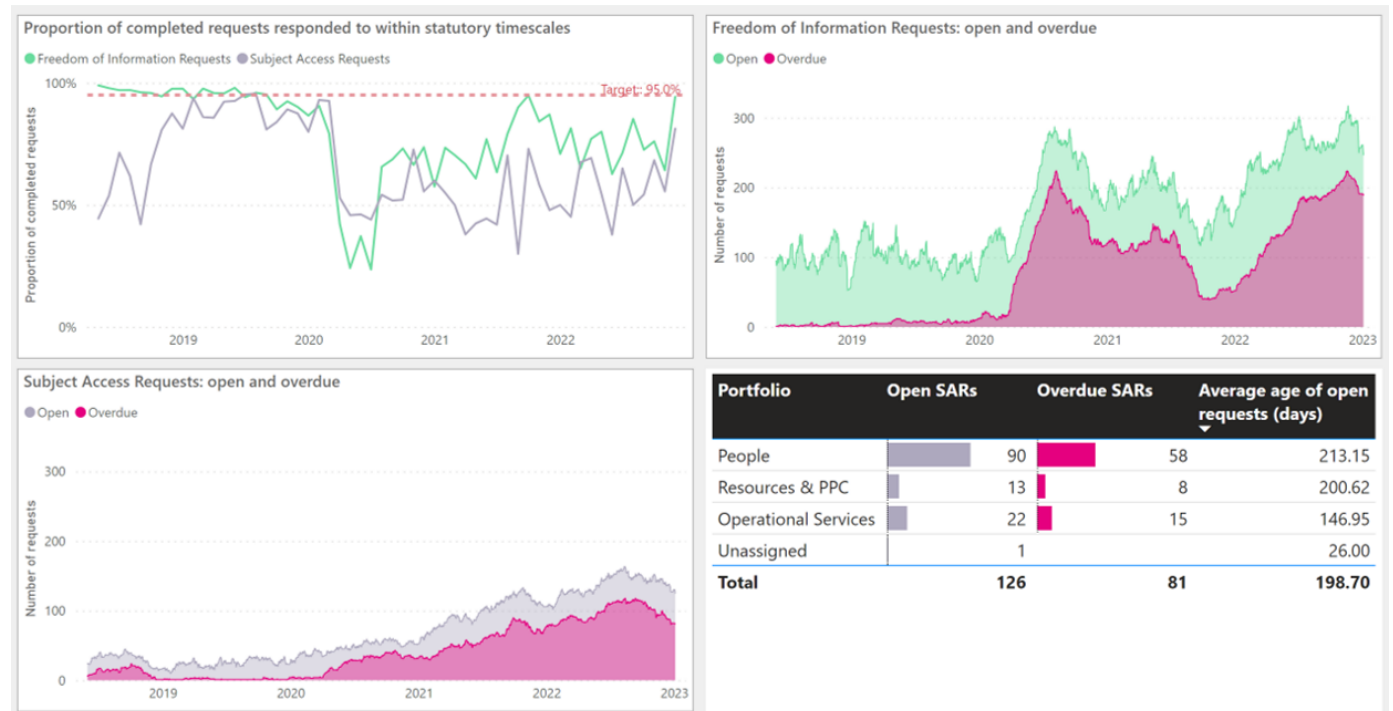
Freedom of Information Requests and Subject Access Requests (FOIs and SARs)

Performance Improvements	Revised approach and focused resources are reducing backlog of overdue SARs
Performance Challenges	Responding to sustained high numbers of new FOIs and SARs continues to be difficult alongside reducing backlogs of overdue requests

The scale of the response required to meet FOI requests and SARs coming forward is significant. The number and size of SARs are increasing and the Information Commissioner states that caseloads are stretched across the public sector. Currently the proportion of requests of each type completed within statutory timescales is below target but has recently shown substantial improvement. To date improvements have been difficult to sustain for longer than a few weeks at a time owing to resource pressures, clear plans and actions described below indicate a positive change to this trend at the end of 2022. Although the number of open and overdue SARs remains high overall, the actual number of requests that are overdue has been decreasing slowly since August 2022. Given the subject of FOI requests and particularly SARs the majority of the requests are to Adults, Children and Families and Operational Services.

A number of actions have been put in place focused on working through case backlogs and process improvements:

- A review and prioritisation approach has been taken to the SARs backlog in order to improve provision of information and response rates. This includes making contact with requestors, confirming exact requirements, ensuring information gathered is relevant, and considering how best to provide the response. Additional resource is being put in place to focus on SARs backlog to ensure day-to-day SAR request processing can also continue and current and new requests can be delivered to meet statutory timescales.
- Additional resource is now in place focused on FOIs. Work is focused on late FOIs and clearing backlog cases with strong initial results suggesting a good pace of work is being achieved on responses and closures.
- Further process reviews are underway to improve communication with customers and to ensure clear approaches to extensions, clarifications and customer updates, and improved caseload management approaches.



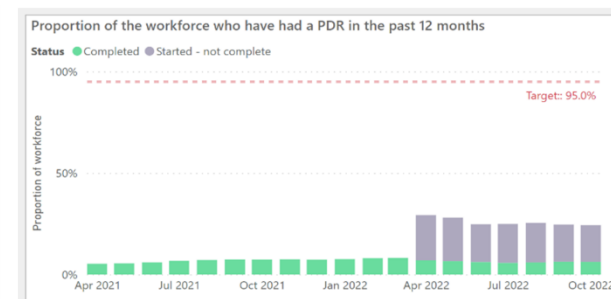
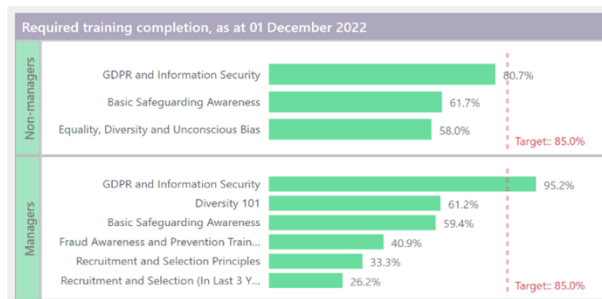
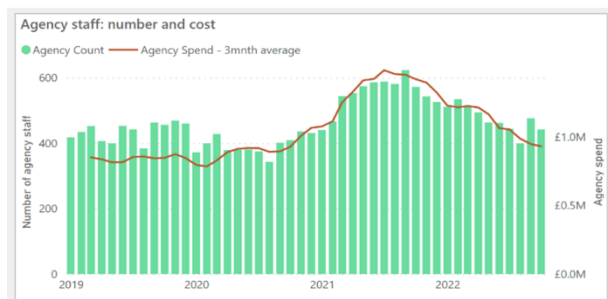
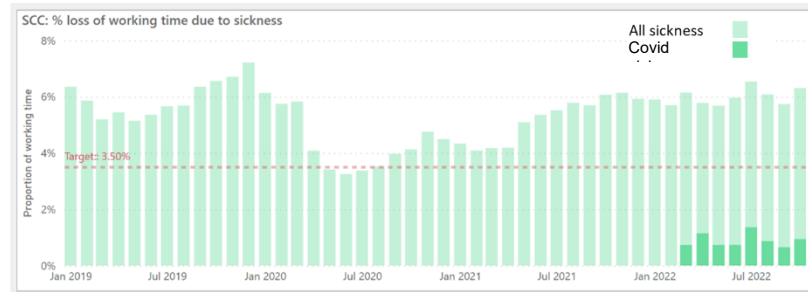
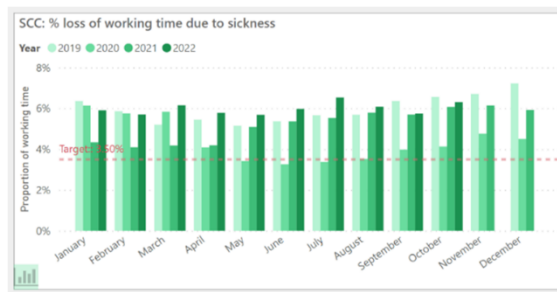
Workforce Development

Performance Improvements	Spend on agency workers continues to reduce
Performance Challenges	Working time lost to sickness remains high, low personal development review completions continues to be a challenge

Performance monitoring has focused on staff availability to work and resourcing for the organisation, staff development and individual performance. Time lost due to sickness is currently rising as would be expected seasonally, however, Covid continues to be one of the top three reasons for absence. Higher sickness rates are reported in operational and customer facing services partly reflecting the limited flexibility in delivering these roles remotely. Spend on agency workers has continued to reduce and is now at levels comparable to October 2020. Staff development and performance monitoring indicates increasing completions of some key training: GDPR; safeguarding; and equality, diversity and unconscious bias, but the majority of completion rates are below target, with completion being strongly linked to sanctions. The Personal Development Review (PDR) process continues to have a longstanding trend of very low completion, less than 10% of staff complete a PDR and 20% start the process. A range of actions and activity is underway to improve key areas of workforce development:

- Workforce health and wellbeing resources and services have been enhanced through an updated Employee Assistance Programme offer, development of an SCC Health and Wellbeing Strategy and commissioning of a new Occupational Health contract.
- Improving reporting and availability of sickness, learning, PDR and agency spend information for managers is underway. Initially focused on required training completion rates and low compliance, this provides managers with the up-to-date information needed to take appropriate action. A new employee learning platform, Go Learn, has been in place since October 2022 enabling increased flexibility and more opportunities around learning and development.
- New support and guidance has been put in place to support staff in delivering a quality PDR process and further work is underway to consider options to simplify the process around PDRs. Together these approaches aim to begin to move completion rates towards targets.

Page 97



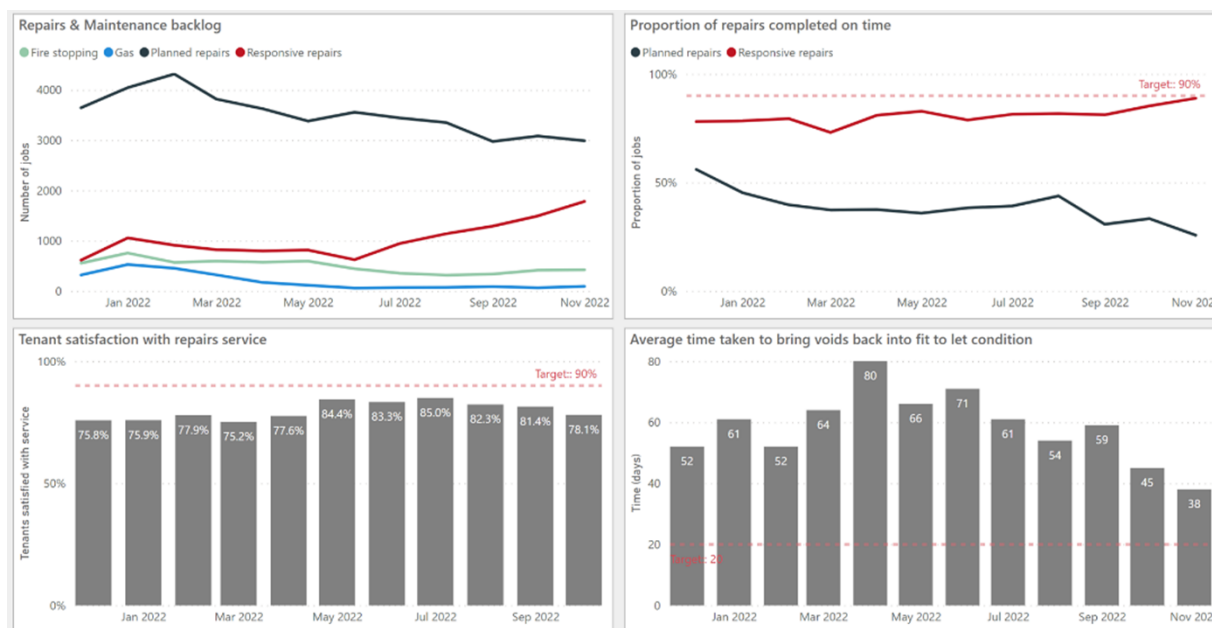
Housing Repairs

Performance Improvements	Compliance repairs backlogs are reducing, responsive repairs are being carried out to timescale, void properties are being brought back to let condition in a shorter time
Performance Challenges	Planned maintenance is performing less well whilst resource is prioritised to high risk areas

Performance improvements are evident in a number of areas of Housing Repairs since summer 2022; compliance repairs, timely responsive repairs completions and bringing void properties back into letting condition. Each job is given a target date for completion based on priority; the proportion of responsive repairs completed on time against target date continues to steadily increase. Time taken to bring void properties back into fit-to-let condition is also showing steady improvement since summer 2022, moving towards the target and milestones set out in the Delivery Plan. An approach to prioritise resources to the highest risk and most financially challenging areas, i.e. gas safety, fire stopping, void properties and ensuring the backlogs in priority areas are reduced as a matter of urgency has had good results including significant improvements in gas compliance, which is now at 98%. However, this approach also leads to trade-offs, with short-term worsening performance in planned maintenance now seen. The approach to improving Housing Repairs performance is a clear set of ordered priorities and actions in the Delivery Plan, specific actions include:

- Urgent compliance repairs continue to be prioritised, focused on clearing the backlog. Specific trades required to achieve this and sub-contractors have been identified. Process and policy development is underway by Repairs and Housing focused on gaining access to properties to enable gas compliance work, including legal action where necessary.
- The time taken to bring void properties back to letting condition is reducing, however the scale of repairs required impacts on cost and resources. Significant work is taking place with Housing Services to review approaches to void properties, improving the speed of repaired and relet, the budget position from rent, and benchmarking and sharing information with other Local Authorities.
- A new service structure is in place with training and development enabling performance to be managed for both operational delivery and customer service. The complaints approach will be reviewed to streamline the process and provide a faster, better-quality response.

Page 98



Street and Neighbourhood Environment

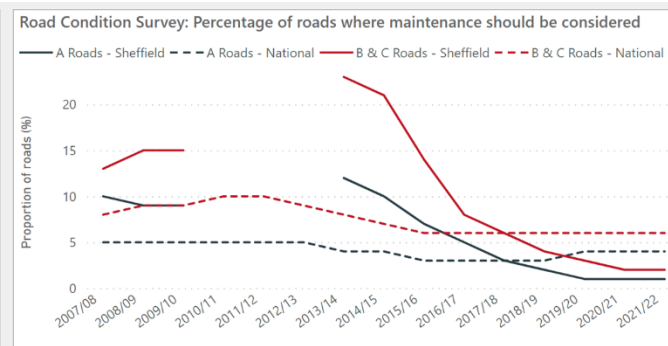
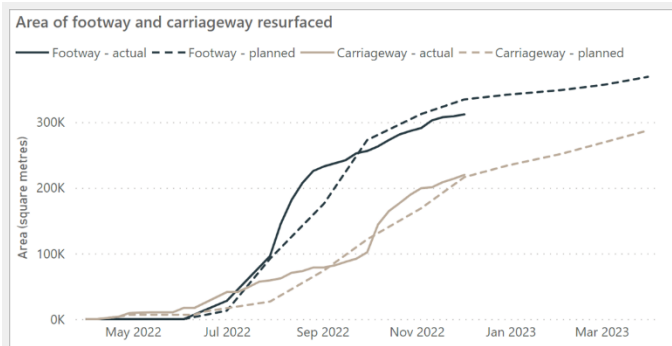
Performance Improvements	Carriageway and footway resurfacing continues near target with road condition in Sheffield comparing well nationally
Performance Challenges	Understanding customer experience and meeting customer satisfaction continues is now a clear focus

Streets and Neighbourhoods performance focus includes highways resurfacing contract performance, road condition, and a range of measures which are part of the developing Customer Charter. Road condition in Sheffield is good and continues to be better than the national comparator with only 1% of A-roads and 2% of B/C Roads in Sheffield where maintenance should be considered, less than half the national level. The planned highway and footway resurfacing programme continues to be delivered to contract with footway resurfacing tracking slightly below target and highways resurfacing slightly above target. Seasonal variation in the targets mean that work will begin to slow over the winter period. Tracking a small range of Waste and Street Scene Customer Charter measures provides insight into performance in areas important to Sheffield residents; highway fly-tipping and hazardous pothole repairs have consistently excellent performance of at least 99%, some variability is seen in litter bin emptying (currently returned to high level performance) and timely resolution of complaints (currently dropped to 95%).

A strong focus of the actions in Streets and Neighbourhood Environment is to improve understanding of customers experience and develop better and more responsive ways to capture customer satisfaction.

- A new SCC customer satisfaction survey has been launched for Highways Maintenance and runs initially until February 2023; response rates so far have been positive. This survey asks about satisfaction with highways maintenance as delivered by the Amey contract. It is planned to adopt a rolling survey approach to allow customer views to be captured throughout the year rather than as a single snapshot, allowing satisfaction with the seasonal differences in highways maintenance activity to be understood.
- The National Highways and Transport Network survey which covers customer attitudes and perceptions to transport, such as bus use, commuter behaviours etc. continues to be run and enables us to benchmark Sheffield with other local authorities.
- A new [Waste and Street Scene Customer Charter](#) has been developed to improve awareness of service standards and delivery against these. The charter will be launched at December Waste and Street Scene Policy Committee.

Page 99



Customer Charter Measures				
Metric	July 2022	August 2022	September 2022	October 2022
Proportion of complaints resolved within 3 working days, or 28 days where further investigation is required	✓ 99.0%	✓ 99.8%	✓ 100.0%	⚠ 95.0%
Proportion of reported fly-tipping on the highway removed within 5 working days	✓ 99.9%	✓ 99.9%	✓ 99.7%	✓ 100.0%
Proportion of reported full litter bins emptied within 1 working day	✓ 99.4%	⚠ 95.8%	⚠ 93.1%	✓ 98.4%
Proportion of reported hazardous potholes repaired within 24 hours	✓ 100.0%	✓ 100.0%	✓ 99.2%	✓ 100.0%

Cost of Living Crisis

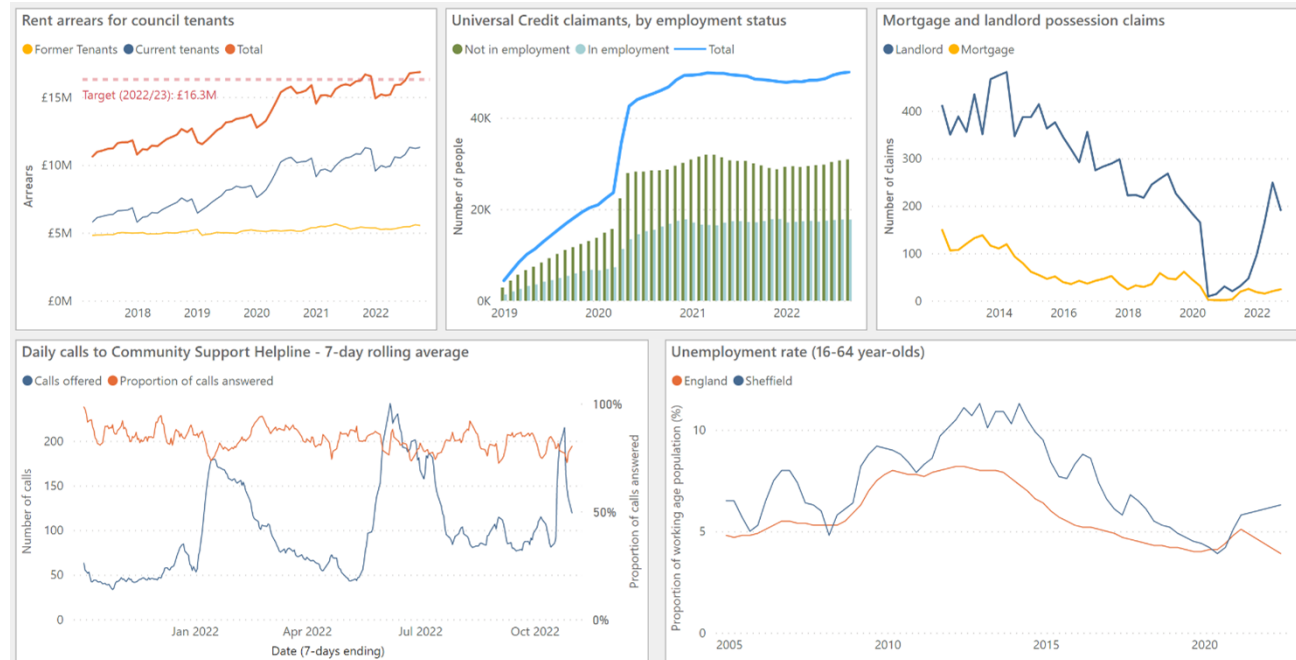
Performance Improvements	Strategic cross-city response and range of support in place including Welcome Places and frontline worker toolkit
Performance Challenges	Continuing to identifying and reaching individuals, communities and businesses in need of support

The significant impacts of the Cost of Living Crisis on individuals, communities and businesses are becoming increasingly evident in Sheffield as they are across the UK as a whole. Call volumes to the dedicated Community Support Helpline are usually around 90 per day, but appeared to peak in response to increases in energy costs over summer 2022 and following Government announcements. The overall trend is of increasing call volumes through 2022, the proportion of calls answered remains stable at over 80%. An increasing number of landlord possession claims are now being seen, and are back to 2019 levels, there are smaller but increasing numbers of mortgage possession claims coming through. Council tenants have greater protection from significant rent increases than households in the private rented sector, however, levels of rent arrears are now slightly above what would be expected at this time of year. The unemployment rate in Sheffield is showing an upward trend at over 6% compared to the national level of almost 4%, with a corresponding increase in the number of people not in employment now claiming Universal Credit.

The Cost of Living Crisis is being approached in the same way as other major incidents in the city:

- A strategic, tactical and operational level structure is in place. The strategic group has cross party membership and representation from key partners in business, voluntary and health sectors and is focussed on the key objectives defined in the cost of living action plan. The tactical level group works with our partners in the emergency services, health and the voluntary community sectors, and oversee the council's response. The operational group has focused workstreams led by people who are experts in their own service areas, this is where the delivery activity takes place and is most crucial in getting the support to where it is needed.
- Joined up activity across the city is helping to raise awareness of the financial support available to people in Sheffield, with expected spend this year of around £15m through Council Tax Support, Council Tax Hardship Scheme, Discretionary Housing Payments, Local Assistance Scheme and the Household Support Fund.
- A network of over 80 Welcoming Places across the city signed up to support people with somewhere safe, warm and friendly to go. A frontline worker toolkit and training package is in place to support our frontline teams to get advice to people they are working with on a daily basis.

Page 100



Homelessness

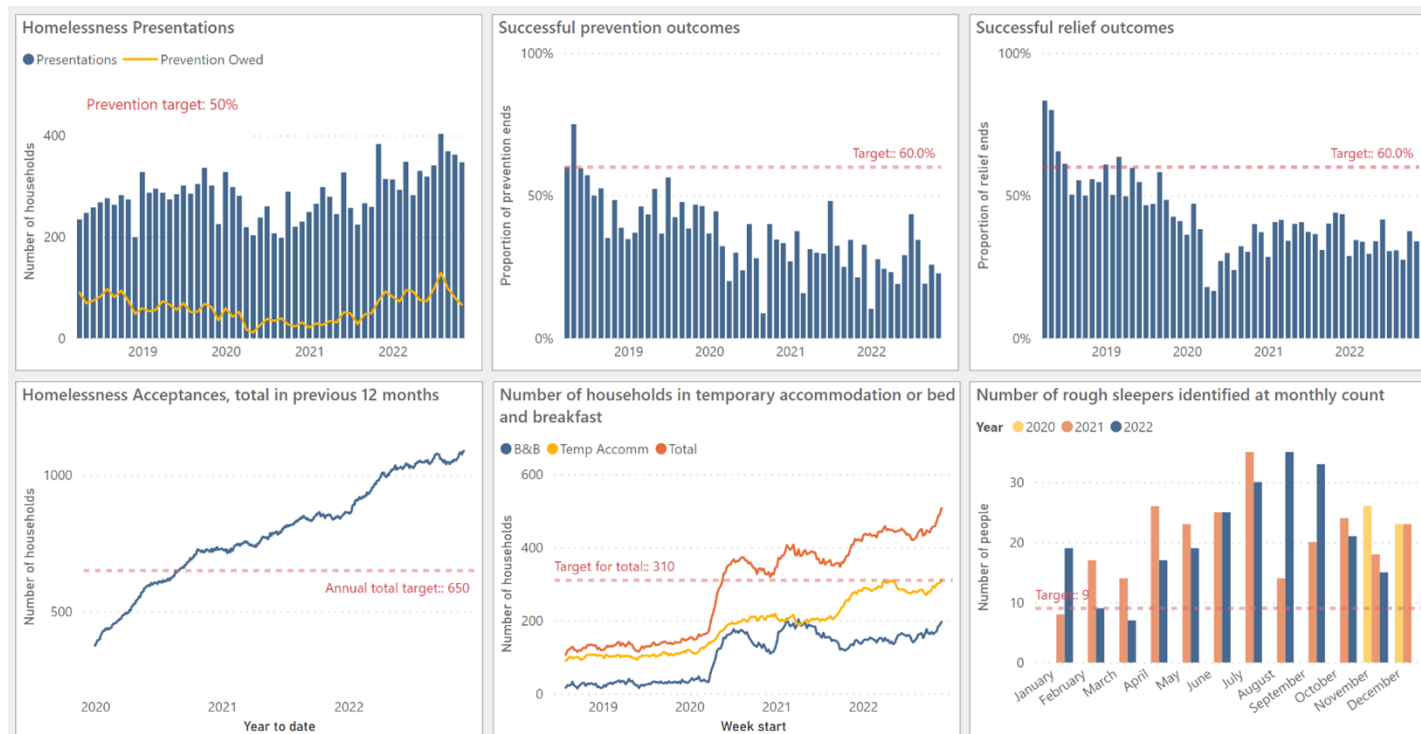
Performance Improvements	Reducing numbers of rough sleepers, some improvement towards prevention target
Performance Challenges	Increased demand at the point of crisis exacerbated by cost of living crisis, continued increased use of temporary accommodation

There have been large increases in demand for services in 2022, with individuals often seeking advice at the point of crisis which limits the ability to prevent homelessness and increases demand for temporary accommodation and rehousing. The cost of living crisis is driving up private sector rents, household food and fuel costs and making it harder for people to support others including household members, increasing the risk of homelessness. During summer 2022 there was a trend towards the prevention target, however this has since fall back to a lower level, in turn impacting on the successful prevention outcomes target. Successful relief outcomes remain in a stable but lower than target position having not rebounded to 2019 levels since the pandemic. The number of rough sleepers, whilst being strongly seasonal is falling and is lower than in previous years but remains above target in November. The number of families in temporary accommodation is now higher than single people, the target is zero families in hotels, but it is a struggle to find suitable alternatives. The shortage of affordable permanent housing remains a significant issue to both prevent homelessness and provide suitable move-on accommodation to those owed rehousing duties. There are fewer supported housing units and there is low utilisation of the private rented sector. There are 3,000 bids a week for Social Housing compared with just 70 properties advertised. There are 1,000 people with an urgent priority to move at any one time.

A number of key actions are underway to address these challenges both strategically and operationally:

Page 101

- The [Homelessness Prevention Strategy](#) has been developed with partners. It is focused on earlier prevention work and sustainable solutions, and was agreed at Housing Policy Committee in December 2022.
- A Prevention Action Plan and a small team is in place to increase prevention work and recruitment is underway to increase staffing.
- 16 new units of Temporary Accommodation have opened with nine for families and seven for single men
- A Void Improvement Programme to reduce relet times is currently underway
- In the longer term the Stock Increase Programme will increase the number of homes for permanent housing



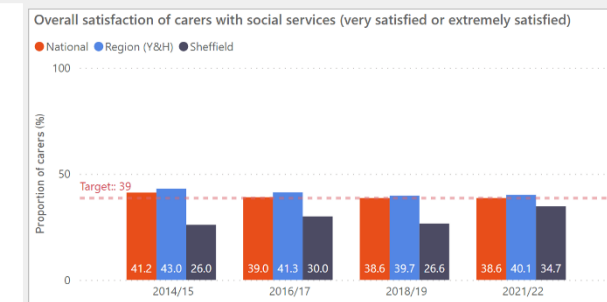
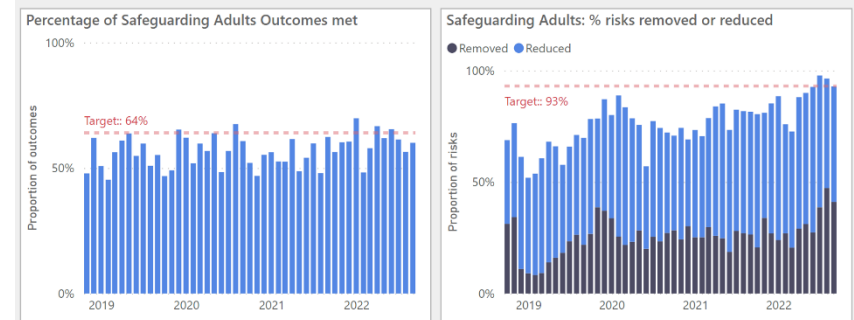
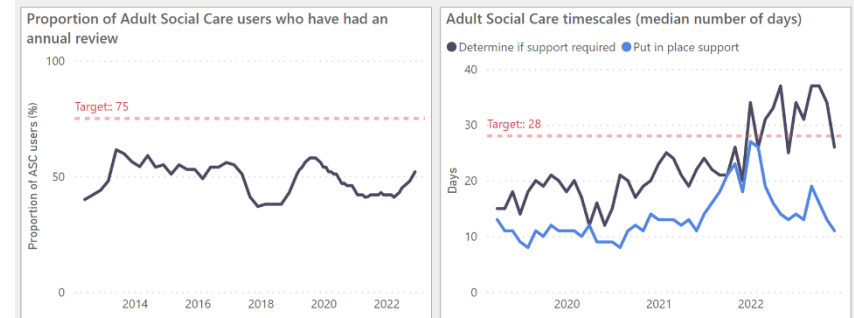
Adult Health and Social Care

Performance Improvements	Improved safeguarding risks removed and reduced, on track to meet targets on reviews, initial assessments and support plans in place
Performance Challenges	Continuing to improve satisfaction rates of carers and service users

There has been growth in demand for Adult Social Care during 2022, with increases experienced in community referrals (13%), safeguarding (68%), hospital discharge (20%) and for equipment and adaptations. Updates are provided to the Adult Health and Social Care Policy Committee with the [Local Account Performance Statement 2021/ 2022](#) approved in November 2022 and latest updates on 2022/ 2023 performance noted at [Committee in December 2022](#) through the [DASS](#) and [Council Delivery Plan Update](#), [Financial Recovery Update](#) and [Improving Outcomes and Tackling Inequalities Update](#). Annual reviews are on track to reach the 75% milestone, with 51% delivered at end of year and on track to deliver and maintain the 28-day target in relation to initial assessment and implementation of support plans by June 2023. The proportion of homecare services and care homes rated as “good” or “outstanding” has been steadily increasing, although the measure for homecare services remains below target. Despite an increase in the volume of contacts, high standards of safeguarding have been maintained as indicated by the increase in the proportion of risks removed or reduced. There was an improvement in the levels of satisfaction with social services from carers in 2021/22, but rates remain below the national and regional average, as do those that reflect the views of service users.

Through 2022, the priority has been to clear backlogs and establish the foundations for long term sustainable performance improvement, aligned to the [Adult Social Care Strategy](#) and [Delivery Plan](#) through:

- Delivering a new [design of adult social care services](#), recommissioning of all community-based support ([Homecare/ Care and Wellbeing](#), [Support for Working Age Adults](#) and for [people experiencing Mental Ill Health](#)), a [Market Shaping Statement and Sustainability Plan](#), [Care Governance Strategy](#), a [Carers Delivery Plan](#) and [Direct Payments Strategy](#) to improve the quality of support and the outcomes and experiences of adults and unpaid carers across the city. These are now being implemented by September 2023.
- Increasing capacity for reviews through practice development, process improvement, increasing the range of workforce who can undertake reviews and through our recommissioning exercises to achieve more capacity and flexibility in the care market.
- Focus on improving attendance at work by promoting wellbeing and reducing long-term sickness absence, facilitated by improved data for senior managers and development of a social care workforce strategy and plan.
- Implementation of the [Safeguarding Adults Delivery Plan](#) agreed by the Adult Health and Social Care Policy Committee in September 2022. This aims to strengthen our approach to Safeguarding in collaboration with partners and the Safeguarding Board.



Children's Social Care

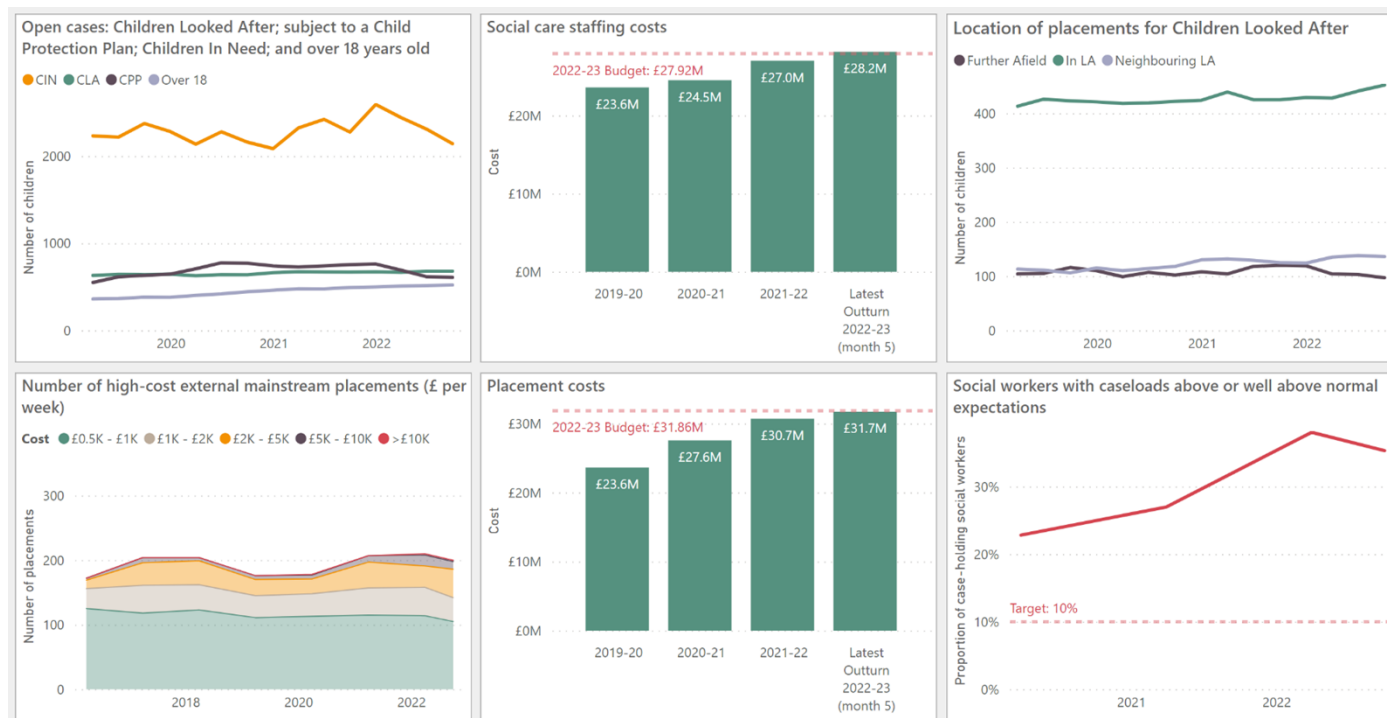
Performance Improvements	Reduction in open cases alongside improved quality assurance
Performance Challenges	High cost placement costs and number of children placed outside of the city, social worker caseloads above/well above expectations

Performance monitoring in this area focuses on demand, cost and capacity. The six months to September 2022 saw decreases in the number of Children in Need and those subject to a Child Protection Plan. Over the same period the number of people over 18 years old with an open Children's Social Care case continued to slowly increase as did the number of Children Looked After, although the rate for this remains significantly lower than the national and statistical neighbour averages. The proportion of Children Looked After who are placed outside the city remains at around 35%, however the ambition is that this option should only be used in exceptional circumstances. Placement costs have continued to rise this financial year, with more high-cost placements of over £2,000 per week. These are also impacted by the numbers of children placed outside Sheffield, which tends to be more expensive. Despite these increasing costs, the service forecasts that they will not exceed their allocated placements budget this financial year. There is a small projected overspend on social care staffing costs but capacity is still an issue, as demonstrated by the proportion of social workers with caseloads above or well above normal expectations.

The following is a summary of some of the activity underway to improve key areas of Children's Social Care:

- A new Initial Child Protection Case Conference process has been implemented to provide additional quality assurance.
- The Council have been successful in a DfE match funding bid to build a new children's home in the city, helping to increase capacity and reduce reliance on external placements in the longer term.
- A significant change was made to the locality model for Children's Social Care fieldwork in September 2022 with the previous three localities replaced with a North/South model. This has allowed the allocation cycle to be extended, providing additional time for social workers to assess and support families and is expected to reduce caseloads.

Page 103



SEND Multi-Agency Transitions

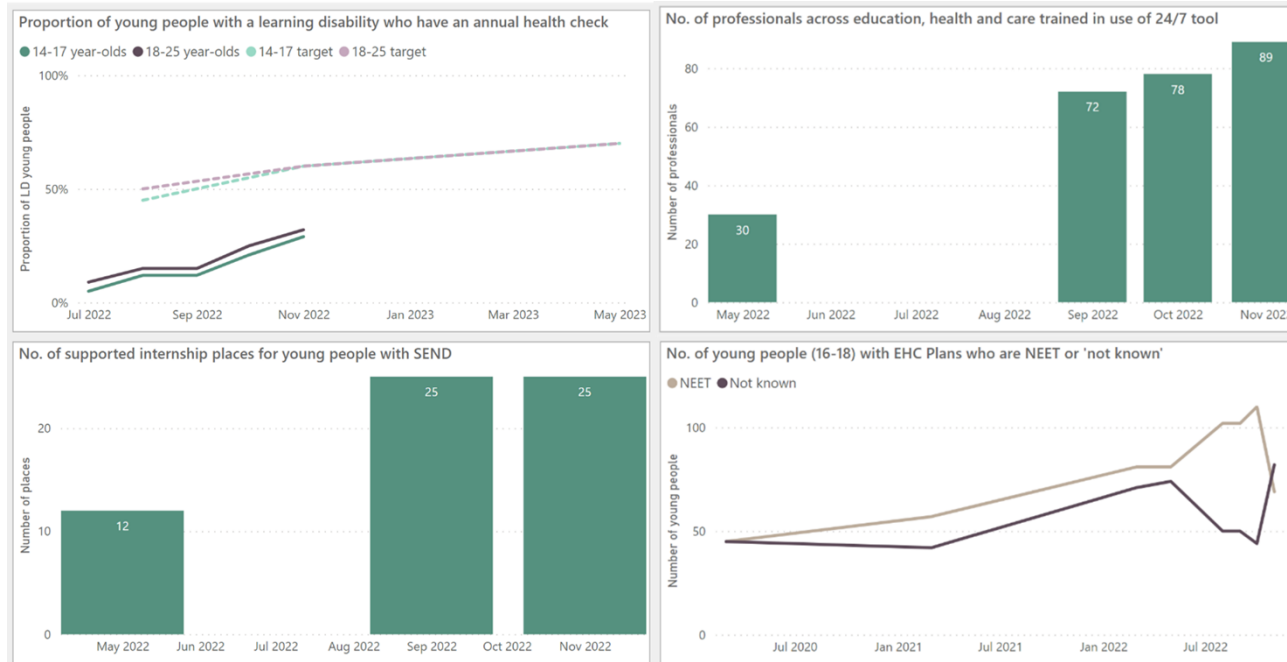
Performance Improvements	Increases in young people having an annual health check
Performance Challenges	Capacity and support to work across education, health and care alongside increase demand for EHCPs, specialist placements and pressures on health and social care services

Further development is expected in this area in terms of the measures and targets used to assess performance. The delivery of the Accelerated Progress Plan is ongoing and making progress but the targets in the plan were overly ambitious and are not being met. Delivery has been affected by a difficulty in securing change support, low capacity within services across education, health, and care, and the culture change needed to ensure shared priorities to focus on improving SEND transitions, followed through into service / practice. Additionally, there are pressures in the form of: increasing demand for specialist education placements; an increase in requests for Education, Health and Care Plans and increasing pressure on health and social care services. Progress continues to be made to increase the proportion of young people with a learning disability who have an annual health check, although this remains well below target levels. The number of young people (aged 16-18) with an Education, Health and Care Plan who are Not in Education, Employment or Training (NEET) or whose status is unknown has remained stable since March 2022. Although the number of those with 'unknown' status is currently high this will fall throughout the academic year, providing a more accurate assessment of progress.

There has been some progress made towards increasing capacity and providing assurance around SEND Multi-Agency Transitions:

- Two new temporary project managers were recruited in October 2022 to help increase the capacity to deliver the Accelerated Progress Plan.
- Monthly monitoring meetings are held with Department for Education and NHS England to discuss progress and performance against targets.

Page 104



Financial Stability

Performance on Financial Stability is reported through Monthly Monitoring Reports to Finance Sub-Committee and Strategy and Resources Policy Committee (most recently [Month 8 budget monitoring](#)), this overview is contemporary to the other urgent performance challenge updates reported here.

The 2022/23 budget uses £14.5m of reserves to balance the position. In addition, it requires the delivery of £52.7m of savings schemes to balance. In practice some of these schemes will prove difficult to implement in whole or part following consultation, and a number are unlikely to deliver a full year of savings during 2022/23. These challenges mean that further reserves will almost certainly be needed to balance the 2022/23 financial position. It is therefore imperative that robust action is required to deliver planned savings and contain financial pressures over the next year. This action includes Strategic Reviews of key areas of Council operations such as early intervention, hardship support and libraries. If this action is not taken successfully, the Council's position will become financially unsound from 2023/24 onwards. Consequently, if overspends emerge, then Executive Directors and Directors will be required to develop and implement plans to mitigate fully any overspend, within 2022/23, in consultation with elected members.

Month 7 performance

The Council is forecasting an £18.7m overspend against the 2022/23 budget as at month 7. This overspend is due to a combination of agreed Budget Implementation Plans ("BIPs") not being fully implemented and ongoing cost / demand pressures that are partially offset by one-off savings. In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. In 21/22, the Council overspent by £19.8m which was drawn from this pool, a further £15m was used to balance the 22/23 budget and current forecast overspend at M7 is set to be £18.7m leaving a remaining risk allocation of £16.5m.

There is an £11.6m overspend in the Adult Health and Social Care Committee which is mostly attributable to the delayed delivery of savings. Almost £16m savings out of a total of £25m will be delivered in 22/23 rising to £24m by end 23/24. The savings in year are partly due to elevated short term demand pressures post Covid, and partly due to national challenges around recruitment and retention. The other significant element of the forecast overspend (£11.6 in M1 and £11.6 in M8) is growth in the Learning Disabilities purchasing budget. Major changes are now in place to address this including a new operating model with dedicated Working Age Adults service (from Spring 23) and new design care services Working Age people (committee decision September 2022).

There is a £6.4m overspend in the Education, Children and Families Committee. Forecast under-delivery of BIPs in the service are the main cause of overspends; plans to reduce staffing and increase income from Health are looking unlikely and the residential children's home strategy looks unlikely to deliver financial benefits. The committee position improved in M7 by £0.1m due to reductions to staffing forecasts in the Children's Disability Team. The forecast now assumes current staffing levels for the rest of the year.

Most of the full year forecast overspend is attributable to shortfalls in BIPs delivery. Balancing the 22/23 budget was only possible with £53m of BIPs, £32m are reported as deliverable in year, however, £10m of these are rated red, indicating considerable risk that these will not be delivered in full which would increase the existing forecast overspend. Of the £20.6m savings that are forecast to be undelivered this year, some can be delivered next financial year. It is estimated that £12m of this year's undelivered savings will still be unachievable in 23/24. Focus must be on delivering BIPs in 22/23 and preventing the budget gap from widening.

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

The recommendations in the report do not of themselves have equality, financial and commercial, legal or climate implications. The information contained in the performance reports will enable further decisions to be taken which may have implications for the authority, at which point the implications will be fully considered.

ALTERNATIVE OPTIONS CONSIDERED

There were no appropriate alternatives to consider in the course of the work described and the recommendations that are made.

REASONS FOR RECOMMENDATIONS

To ensure that Strategy and Resources Policy Committee contributes to the Performance Management process and drives improvement across the organisation