

Resources and Fire & Rescue Overview and Scrutiny Committee

15 December 2021

Council Plan 2020-2025 Quarter 2 Performance Progress Report

Period Under Review: 1 April 2021 to 30 September 2021

Recommendation

That the Overview and Scrutiny Committee:

Considers progress on the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

1. Introduction

- 1.1. The Council Plan Quarter 2 Performance Progress Report for the period 1 April 2021 to 30 September 2021 was considered and approved by Cabinet on 25 November. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same Cabinet meeting.
- 1.2. This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.
- 1.3. Comprehensive performance reporting is now enabled through the following link to Power BI [full OSC Quarter 2 2021/22 Performance Report](#).

2. Council Plan 2020 - 2025: Strategic Context and Performance Commentary

- 2.1 The Council Plan 2020 – 2025 aims to achieve two high level Outcomes:
 - **Warwickshire’s communities and individuals are supported to be safe, healthy and independent;** and,
 - **Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

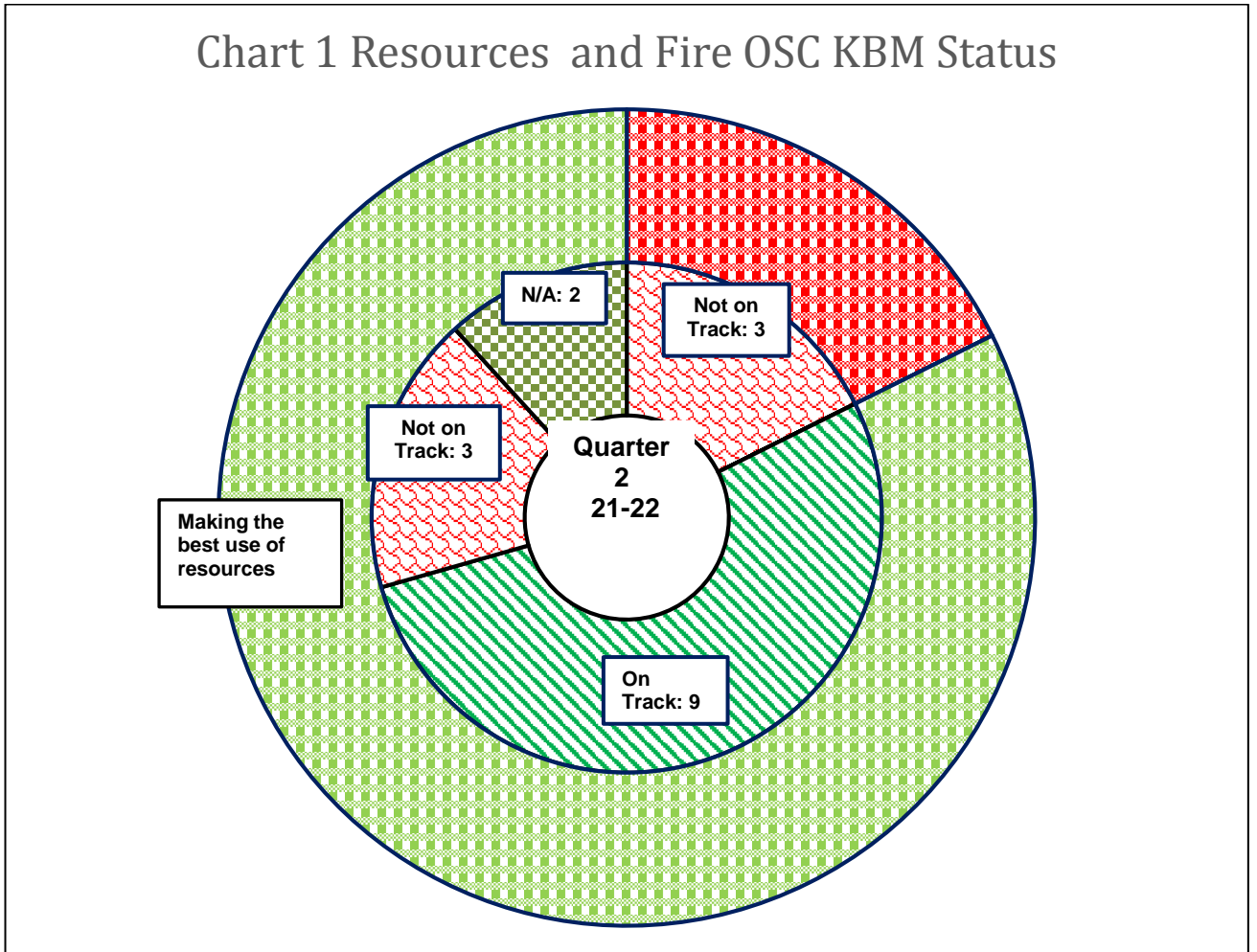
Delivery of the outcomes is supported by **WCC making the best use of its resources.**

Progress to achieve these outcomes is assessed against 54 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 2
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	8
WCC making the best use of its resources	14	12

- 2.2 Overall, the Council continues to maintain its robust performance across the board in the face of increased and changing demand, due to the impact of the Covid-19 pandemic resulting in significant changes in how services are delivered. Now restrictions have been removed Council Services are focusing more resource on their core work and less on specific Covid response, which is now being reflected in KBM performance.
- 2.3 Of the 54 KBMs, 17 are in the remit of this Overview and Scrutiny Committee and at Quarter 2, 15 KBMs are currently available for reporting. Of the 2 not being reported, 1 measure is an annual one which will be reported at Year End and 1 has delayed data (% of Pension Fund Returns Compared to Target) and will be reported as soon as possible). 56% (9) KBMs are On Track and 38% (6) are Not on Track.
- 2.4 Chart 1 (on the following page) summarises KBM status at Quarter 2 by agreed Outcomes

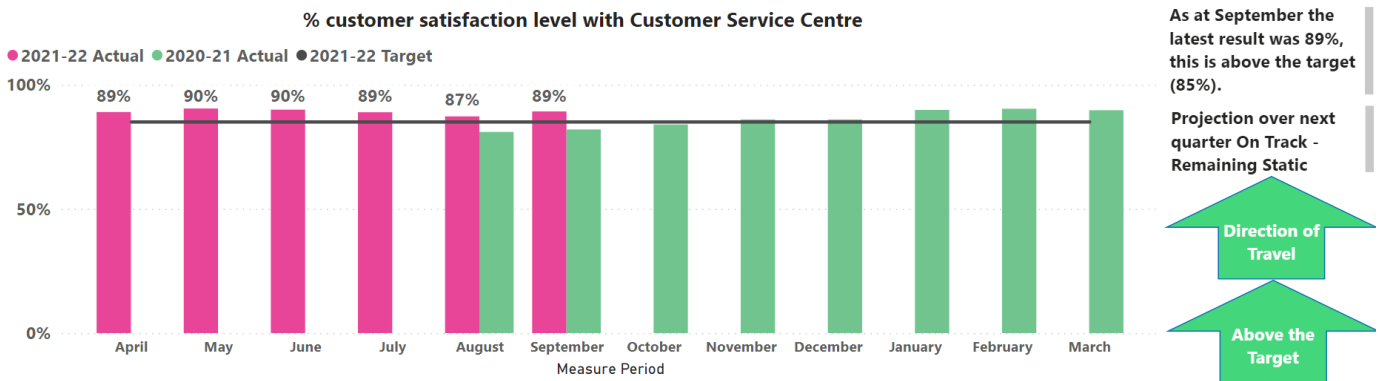
Chart 1 Resources and Fire OSC KBM Status



2.5 Of the 56% (9) KBMs which are On Track at Quarter 2, there are 2 of note as Areas of Good Progress which are detailed in Table 1 below:

WCC makes the best use of its resources

% customer satisfaction level with Customer Contact Centre



Current performance narrative:

During Quarter 2, the Customer Service Centre (CSC) has continued to experience an increase in call volumes (5%) up from 61,244 calls answered in Quarter 1 to 64,192 in Quarter 2. This is reflective of the corporate response to Covid-19 to ensure the most vulnerable can access services and support through all channels including telephone e.g., Covid-19 hotline with the focus shifting more towards testing queries, Covid-19 Local Grant Scheme (welfare support) and Adult Social Care.

Data for this measure is provided via telephone surveys and the customer satisfaction levels continue to remain consistently above target.

Improvement activity:

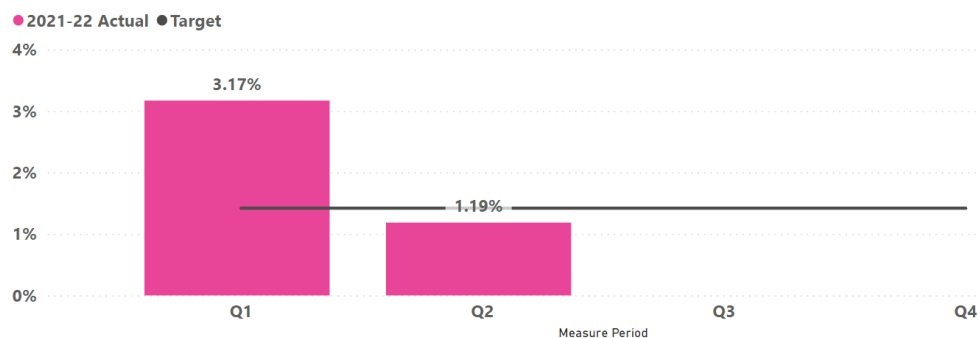
The Service will continue its quality assurance processes as well as monitor demand and resource availability and take appropriate action as and when needed.

Explanation of the projection trajectory:

The CSC is operating both virtual and from office bases and has increased its service offer in response to Covid-19 and customer needs. Despite the increased call volume and challenging circumstances, individual customer feedback has been overwhelmingly positive, and this is reflected in this measure and it is expected this will continue to be on or above target going forward.

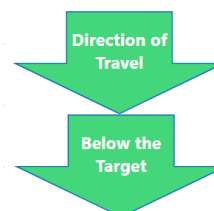
% Variation DSG overspend compared to DSG recovery plan (KBM)

% Variation DSG overspend compared to Budget Provision



As at Quarter 2 the latest result was 1.19%, this is below the target: 1.42%

Projection over next quarter - On track - Remaining Static.



Current performance:

Please note that this is a new measure. The target of 1.45% is based upon the high needs block anticipated overspend for 2021/22 from the DSG recovery plan. The target assumes nil forecast variance for the other three DSG blocks. The actual percentage of 1.19% reflects the period 6 forecast combined overspend of all four DSG blocks, which is in line with national reporting standards for DSG. The high needs block overspend element represents 1.58% which is slightly over the target of 1.45%. The shift from Quarter 1 is mainly due to work being completed on the positive impact of the transformation programme on forecasts and having now been able to model the impact of the increased funding announced. The good progress on transformations is partly off-set though by increased residential education costs associated with more out of county placements for children with disabilities. The high needs overspend position is offset by underspends on the other three DSG blocks.

Improvement activity:

The position has improved since Quarter 1 due to efforts by the Service to reduce the overspends in mainstream school top ups and post-16 as a result of transformation activity now making a difference. The overspend that remains is largely due to Independent Special Provision and Other Local Authority placements (OLA) and an increased number of places at Warwickshire special schools. There is a Corporate Board deep dive on Education finance planned and the momentum will be maintained on the SEND Transformation Programme, which is demonstrating it is having the desired impact now.

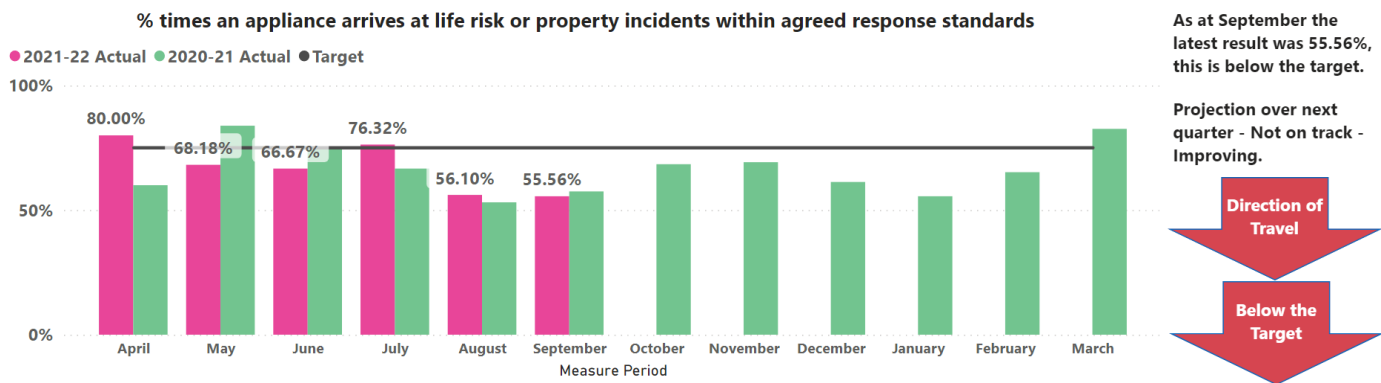
Explanation of the projection trajectory:

It is not anticipated that reporting will change significantly between Quarter 2 and Quarter 3. Please note that census data submitted in January is likely to impact the Early Years block resulting in a change in the projection.

2.6 Of the 38% (6) KBMs that are Not on Track at Quarter 2, 3 KBMs require highlighting below with details of the current performance narrative, improvement activity and explanation of projected trajectory:

Warwickshire’s communities and individuals are supported to be safe, healthy and independent

% times an appliance arrives at life risk or property incidents within agreed response standards



Current performance:

The April to September 2021 figure 67.14% is a slight improvement on the year end 2020/21 figure of 66.54%.

The beginning of a return to normality post-covid has brought an increase in operational activity but no reduction in staff absences due to positive Covid-19 tests or self-isolating. Increased social contact outside of the work environment has increased Covid-19 related absence. The resultant reductions in crewing levels have a direct impact on appliance availability and attendance times. In addition, this quarter saw two significant, extended multi-pump incidents which reduced the Service's immediately available resources over a period of several days.

Improvement activity:

The Service deploys staff flexibly across duty systems to provide optimum operational crewing at any given time. 24 new wholetime recruits are due to join the Service in the next 6 months which should improve the wholetime availability picture. Recruitment and retention of On-Call firefighters is an ongoing and increasingly difficult challenge, reflecting the national picture, and the Service now has a dedicated On-Call support officer looking at options to address this.

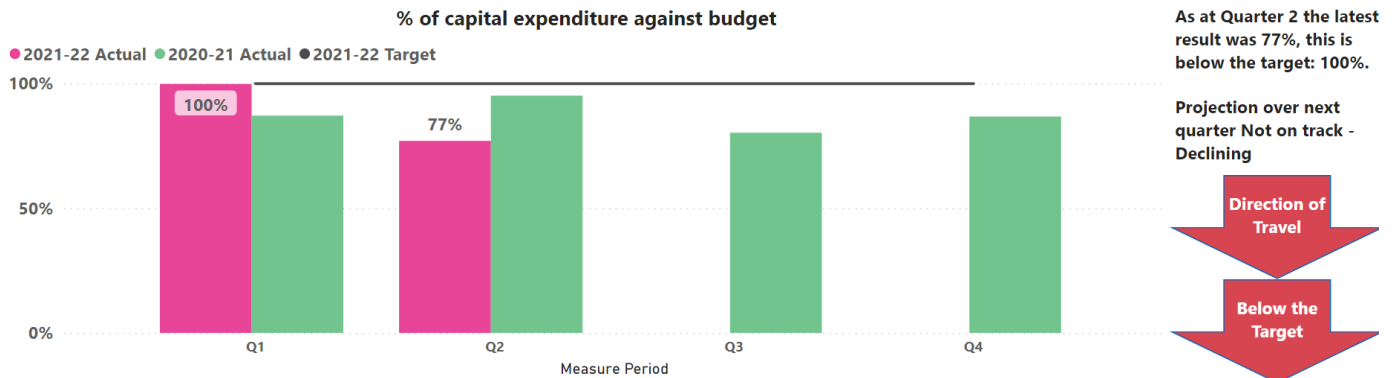
The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response.

Explanation of the projected trajectory: Not on Track - Improving

In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10 minute travel time, particularly those on the motorway network.

WCC makes the best use of its resources

% of Capital Expenditure Against Budget



Current Performance:

As a result of reviewing projects the forecast has been reduced significantly since Quarter 1, the Quarter 2 capital forecast is now £168.424m against the approved budget of £218.783m, resulting in an underspend of £50.360m. There is a significant impact currently stemming from labour shortages and material shortages due to supply chain issues and haulage problems. We are also seeing significant inflationary increases in all aspects of scheme spend where we aren't protected by fixed price contracts or are just going out to tender. The impact of Covid-19 on supply chains globally, EU Exit impact on supply chains and labour, and specific localised labour and materials pressures arising from demand from HS2 and the Commonwealth Games, are all contributing to a difficult capital construction environment.

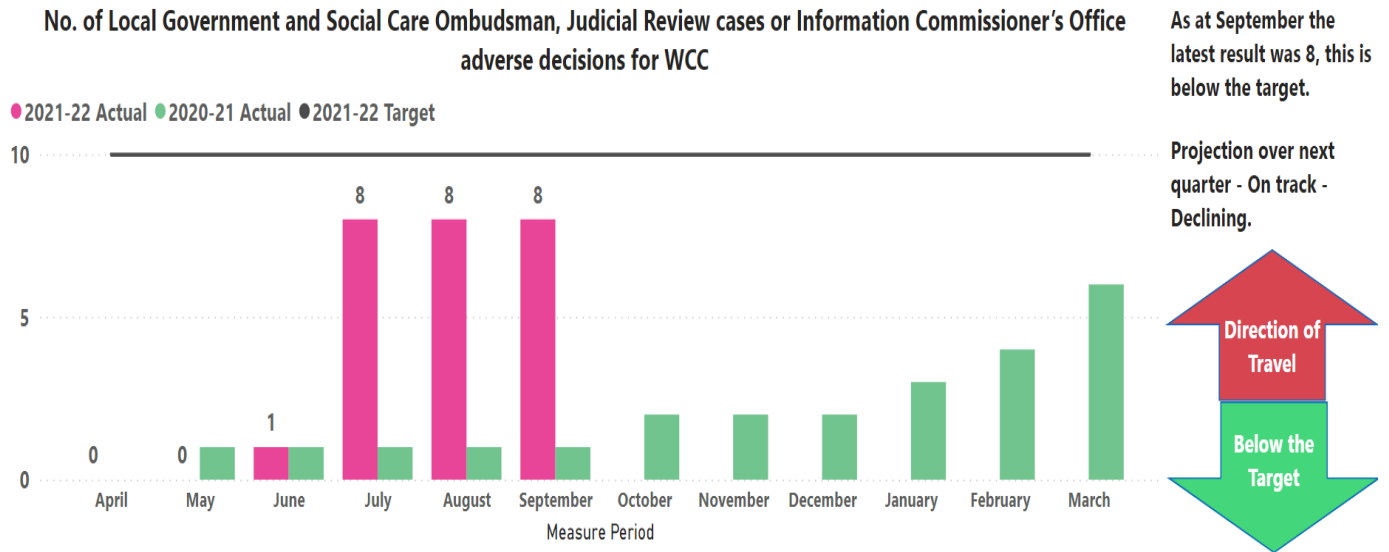
Improvement activity:

Given the impact of both national and specific localised labour and materials shortages, it is likely the forecast will continue to reduce as the year progresses, which may also be a tactical decision for some schemes to avoid significant short-term cost increases driven by difficult market conditions, which could reduce the overall amount of capital works able to be delivered.

Explanation of the projection trajectory: Not on Track – Declining

There is a risk this position will deteriorate for the reasons set out above.

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC



Current performance:

After 2 quarters there have been 8 adverse decisions against the Council - 7 LGSCO upheld decisions and 1 upheld ICO decision. Of the 7 LGSCO upheld decisions 4 relate to Adult Social Care (2 relating to care costs, 1 an assessment of need and 1 complaint about a care home) and 2 relate to Education Services - although in both cases the Ombudsman upheld the complaint despite finding no fault with the admissions panels. 1 related to Children & Families and was in respect of unpaid care charges to a carer which the Council agreed to resolve. The upheld ICO complaint relates to Fire & Rescue and related to a request for information about incident details attended by Fire & Rescue and the Council's initial decision to refuse disclosure. These numbers will include matters that were delayed due to the Ombudsman's suspension of investigations due to Covid-19. As a consequence a higher number is expected this year as it will include those matters which would ordinarily have been investigated last year.

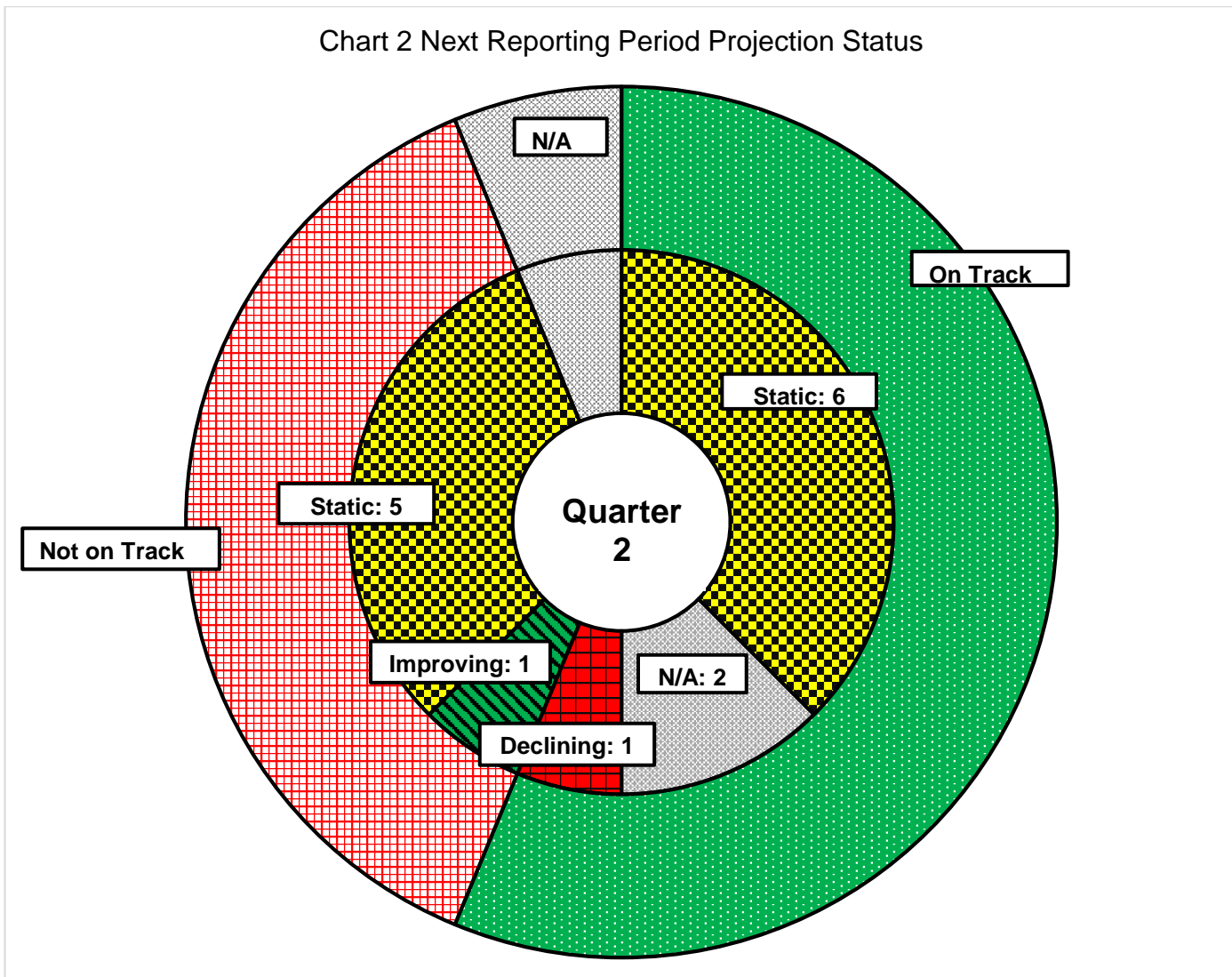
Improvement activity:

It is difficult to improve on this as decisions that are likely to be upheld by either the LGSCO or the ICO in the next quarter are already being investigated. However, lessons learnt from all upheld complaints are always considered and shared with relevant officers.

Explanation of the projection trajectory: Not on Track – Declining

There are currently a further 11 complaints of which Council is aware, being investigated by the LGSCO - 1 of these has a draft upheld decision (relates to a complaint about nursery fees). There are also 2 complaints about WCC currently being investigated by the ICO. Two potential Judicial Review cases have recently been received in relation to Education Services although these are both only at the pre-action stage and therefore it is unlikely that there will be any final determinations this financial year.

2.6 Chart 2 below illustrates the considered forecast performance projection over the forthcoming reporting period



2.7 It is forecast that over the next period overall performance will be similar to current performance. Of the 56% (9) of measures reporting On Track, 6 will remain static, 2 are N/A because they are annual measures and one is forecast to decline:

- Number of days sick leave per FTE (rolling 12 months)

2.8 The Pandemic has impacted the majority of these measures leading to delays in programmes of activity and both additional and frequently changing service demands. Improvement activity is in place to improve performance across all measures and this is under constant review to ensure it is robust. Full context on all measures is provided in the Power BI reports.

2.9 The Council is developing a new performance management framework alongside the Council Plan refresh, which aims to provide a sharpened focus on performance and trajectory and will better support delivery of the Organisation’s new priorities as outlined in the refreshed Council Plan. A comprehensive review of the entire Framework is in progress ready for implementation in 2022/23 and a Cross Party Member Working Group is supporting the review and has met twice.

Financial Commentary

3.1 Revenue Budget

3.1.1 The Council has set the performance threshold in relation to revenue spend as zero overspend and no more than a 2% underspend. The following Table 3 shows the forecast position for the Services concerned.

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Variation as a % of budget	Change from Q1 forecast	Represented by:				Remaining service variance as a % of budget	Remaining Service Variance change from Q1
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	£m	%	£m
Business and Customer Services	19.051	24.167	5.116	26.85%	1.233	0	-0.007	5.097	0.026	0.14%	-0.878
Commissioning Support Unit	7.180	10.074	2.894	40.31%	-3.713	-0.612	0	3.569	-0.063	-0.88%	-0.106
Enabling Services	25.778	23.511	-2.267	-8.79%	-0.667	-0.696	0.097	0.098	-1.766	-6.85%	-0.538
Finance	6.336	6.447	0.111	1.75%	0.045	0	0.069	0.126	-0.084	-1.33%	-0.043
Governance and Policy	2.591	3.679	1.088	41.99%	-0.276	-0.015	0.015	0.970	0.118	4.55%	-0.760
Fire and Rescue	22.081	22.234	0.153	0.69%	0.194	-0.025	0.029	0.072	0.077	0.35%	-0.271
Total	83.017	90.112	7.095	8.55%	-3.184	-1.348	0.203	9.932	1.692	-2.04%	-2.596

Table 3

3.1.2 Business and Customer Services forecast an overspend of £3.698m at the end of Quarter 2 including £3.679m Covid pressures. Covid pressures will be funded from Covid grant income and they predominantly relate to welfare support and contact tracing. After taking account of Covid pressures, the remaining service overspend is £0.027m (0.14%), which has reduced by £0.878m since Q1 as the result of some detailed work taking place to thoroughly review all salary forecastings the service area, combined with ensuring that all Covid related costs are charged correctly.

3.1.3 Commissioning Support Unit forecast an overspend of £2.894m at the end of Quarter 2 including £3.570m Covid pressures. Covid pressures will be funded from Covid grant income. After taking account of Covid related pressures and the impact of

Investment/Transformation funds the remaining service variance is an underspend of £0.064m (0.88% underspend).

3.1.4 Enabling Services is reporting an underspend of £2.267m including Covid pressures of £0.098m. Covid pressures will be funded from Covid grant income. The service variance after taking into account Covid funding and planned movements in reserves is £1.766m (6.85% underspend).

3.1.5 Finance is reporting overspend of £0.110m including £0.126m Covid pressure, which will be funded from Covid grant income. After taking account of Covid pressures, the remaining service underspend is £0.043. (1.33% underspend).

3.1.6 Governance and Policy is reporting an overspend of £1.087m including £0.970m Covid pressures which will be funded from Covid grant income. After taking account of Covid pressures, the remaining service overspend is £0.118m (4.55% overspend).

3.1.7 Fire and Rescue service reporting an overspend of £0.153m including £0.072m Covid pressures funded by Covid grant income. After taking into account the impact of Covid and planned movements in reserves the remaining service variation is £0.077m (0.35% overspend).

3.2. Delivery of the Savings Plan

3.2.1. The savings targets and forecast outturn for the Services are shown below: in Chart 3.

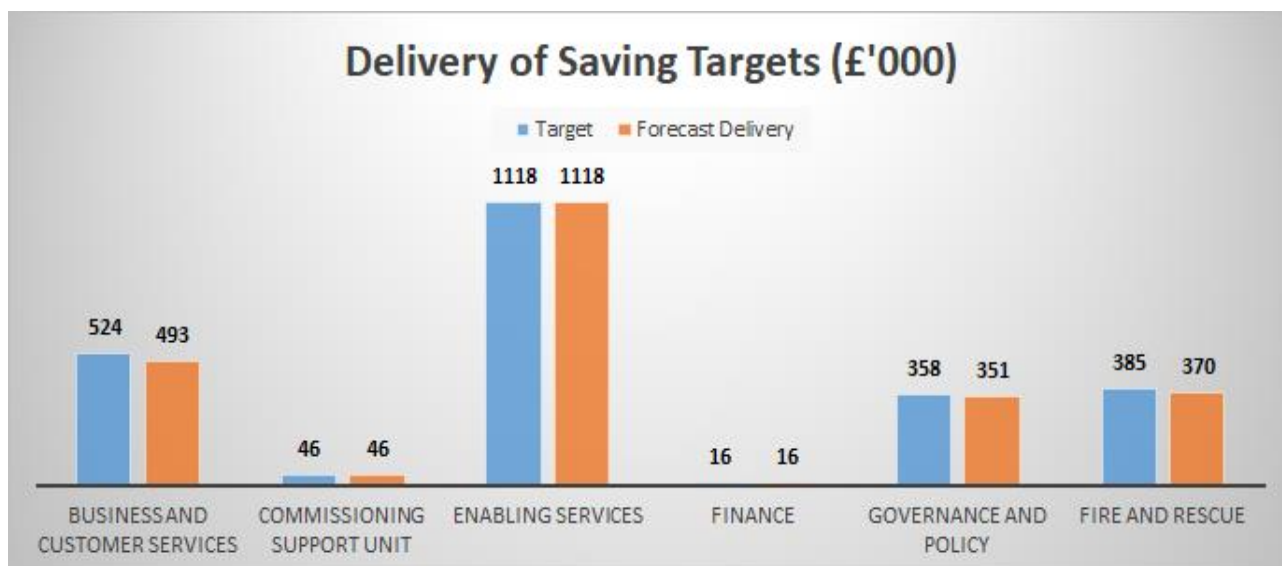


Chart 3

3.2.2 Commissioning Support Unit, Enabling Services and Finance are forecasting to deliver their saving target in full for the current financial year.

3.2.3 Business and Customer services expected to deliver a shortfall of £0.031m (6% of the saving target) due to increased demand on the service leading to reduced saving

opportunities via vacancy management.

3.2.4 Governance and Policy are expected to deliver a short fall of £0.007m (2% of their target) due to increased SLA cost.

3.2.5 Fire and rescue Service expected to deliver a shortfall of £0.015m (4% their target) due to a delay on the Training capital programme.

3.3 Capital Programme

3.3.1. The Table 4 below shows the approved capital budget for the Services and any delays into future years.

	Approved budget for current and future years (£'000)	2021/22 Forecast £'000	Delays from 2021/22 into Future Years (%)	All Current and Future Years Forecast (£'000)
Business and Customer Services	1,630	471	0%	1,629
Enabling Services	28,055	24,327	12.5%	27,905
Governance and Policy	3,626	2,826	0%	3,996
Fire and Rescue	7,595	3,902	17.1%	7,595

Enabling Services - £3.510 million delay caused by:

- £3.230m Development of Rural Broadband - The forecast expenditure on the project has reduced in 2021/22. This is subject to delays in delivery due to: a) the project working in more rural areas b) a national shortage of civil engineering contractors b) revised DCMS guidance regarding finances and project end dates and c) the recent Covid 19 pandemic. In addition, DCMS has put in place an annual Grant Gainshare clawback process which has resulted in a reduction in the Grant claimed back by DCMS in 2021/22 with the remainder expected to be claimed in yearly requests based upon DCMS's gainshare calculations.
- £0.280m IT Infrastructure 2021-22: We are not fully utilising all WCC sites, therefore hardware spend will be low in this financial year. There is also an initiative to move to the Cloud so hardware spend will only take place where there is a risk for out of date or end of life devices.

Fire and Rescue – £1.297 million delay caused by:

- £1.237m Fire and Rescue Training Programme: Lea Marston and EA Water site - The project slippage is due to major decisions being made about the viability of the Lea Marston site and securing an alternative site for the planned works.
- £0.061m Fire Emergency Service Network (ESN) Preparedness - National delays have meant that the expected timelines for the ESN project has been extended.

Table 4

4. Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on 25 November is available via the committee system.

5. Environmental Implications

None specific to this report.

6. Background Papers

None

<p>Authors:</p>	<p>Vanessa Belton, Delivery Lead Business Intelligence Performance, Planning and Quality vanessabelton@warwickshire.gov.uk Mandeep Kalsi, Performance Officer mandeepkalsi@warwickshire.gov.uk Amber Soni, Performance Officer ambersoni@warwickshire.gov.uk Natalia Szabo, Lead Commissioner Finance Strategy nataliaszabo@warwickshire.gov.uk</p>
<p>Assistant Directors</p>	<p>Andrew Felton, Assistant Director Finance andrewfelton@warwickshire.gov.uk</p> <p>Craig Cusack, Assistant Director Enabling Services craigcusack@warwickshire.gov.uk</p> <p>Ben Brook, Chief Fire Officer; benbrook@warwickshire.gov.uk</p> <p>Sarah Stear, Assistant Director Business and Customer Services sarahstear@warwickshire.gov.uk</p> <p>Sarah Duxbury, Assistant Director Governance and Policy sarahduxbury@warwickshire.gov.uk</p> <p>Steve Smith, Assistant Director Commissioning Support Unit stevesmith@warwickshire.gov.uk</p>

Strategic Directors	Mark Ryder, Strategic Director for Communities Markryder@warwickshire.gov.uk
	Rob Powell, Strategic Director for Resources robpowell@warwickshire.gov.uk
Portfolio Holders	Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property cllrbutlin@warwickshire.gov.uk
	Cllr A Jenns, Portfolio Holder for Customer and Transformation cllrjenns@warwickshire.gov.uk
	Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety andycrump@warwickshire.gov.uk