

Communities Overview & Scrutiny Committee

22 June 2022

Council Plan 2020-2025 Year End Performance Progress Report: Period under review: 1st April 2021 to 31st March 2022

Recommendation

That the Overview and Scrutiny Committee:

- (i) Consider 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 Year End Performance Progress Report for the period 1st April 2021 to 31st March 2022 was considered and approved by Cabinet on 16th June 2022. 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 [OSC 2021/22 Performance Report.](#)

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

- 2.1 This report provides commentary on year end performance for 2021/2022 and is the last report against the Council Plan 2020-2025. Future performance reporting will be based on the new Council Plan 2022-2027.
- 2.2 At its meeting of the 10th March 2022, Cabinet approved the implementation of a new Performance Management Framework effective from 1st April 2022, which will provide a sharpened focus on performance and trajectory and will support delivery of the Council's new priorities and Areas of Focus in the Council Plan 2022-2027. Power BI will continue to be utilised as the full reporting tool for this new framework.
- 2.3 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 two 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 year end
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	25
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	14

2.4 Of the 54 KBMs, 11 are in the remit of this Overview and Scrutiny Committee and at year end, KBMs 9 are available for reporting as 2 KBM's will be later in the year, they are % of Warwickshire road network meeting specified condition and No. of journeys on public transport services supported by WCC.

45% (4) are On Track

55% (5) are Not on Track.

This remains the same as the position at Quarter 3.

Table 1 below summarises KBM status at the year end position by agreed Outcomes. The terms "On Track" and "Not on Track" are used to denote whether measures have achieved targets for the year, or where ongoing performance trajectory is in the desired direction.

Outcome	Current Status	Number of measures
Warwickshire's communities and individuals are supported to be safe, healthy and independent	On Track	2
	Not on Track	1
	Not Applicable	0
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	On Track	2
	Not on Track	4
	Not Applicable	2
WCC making the best use of its resources	On Track	0
	Not on Track	0
	Not Applicable	0

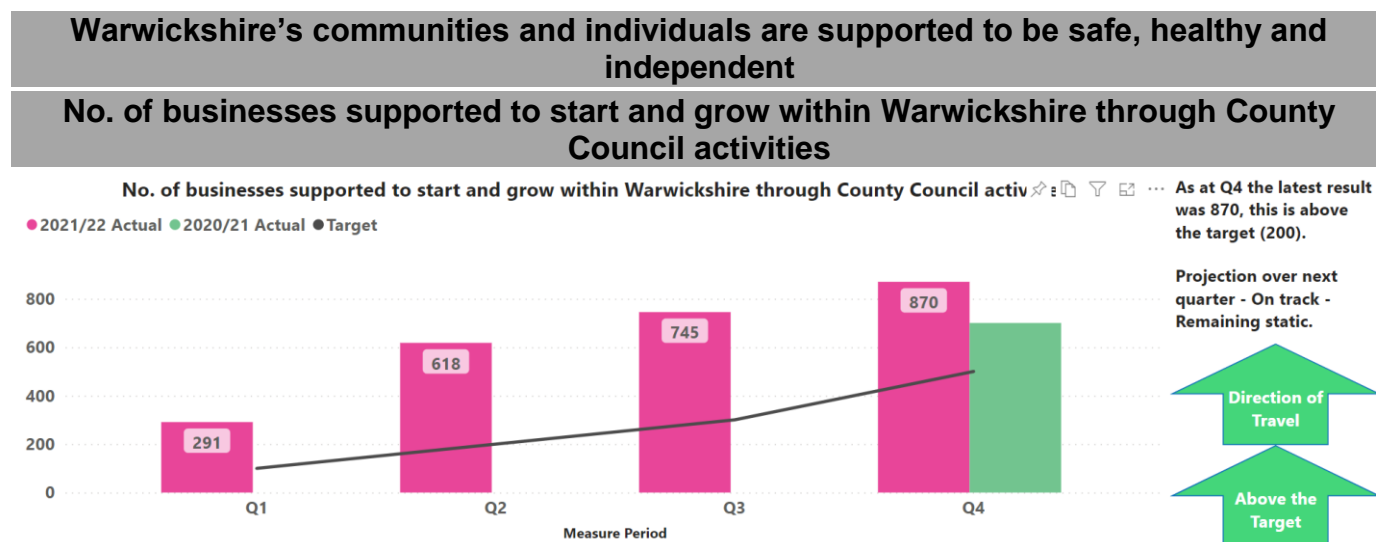
Table 1

2.5 Table 2 below is a summary of performance, taken from the Power Bi report , for all measures under the remit of this OSC.

Measure	Latest Result	Direction of Travel	Target
Rate of crime per 1000 population	68.24	▲	Below +
No. of properties better protected from flooding	71	▲	Below -
No. of people killed or seriously injured on our roads	247	▲	Below +
No. of journeys on public transport services supported by WCC	1,218,940	N/A	N/A
No. of businesses supported to start and grow within Warwickshire through County Council activities	1065	▲	Above +
Gross Value Added (GVA) per employee as a % of UK average	3%	▲	Above +
% unemployment rate	2.5%	▼	Above -
% of Warwickshire road network meeting specified condition	84.6%	N/A	N/A
% of residents in Warwickshire aged 16-64 who are in employment compared to the England average	4.9%	▲	Below -
% of household waste re-used, recycled and composted	48.6	▼	Below -
% biodiversity net gain in Warwickshire	-1.3%	N/A	Below -

Table 2

2.6 Of the 45% (4) KBM's which are On Track there is 1 measure where performance is of note and this is detailed in Table 3 below:



Current performance narrative:

A further 130 businesses were supported in Quarter 4. WCC's support to businesses during 2021/22 included over £2.5 million of loans and grants across our different programmes including our economic recovery grants, capital investment schemes and the apprenticeship levy. WCC programmes also helped clients raise over £3 million of investment.

Improvement activity:

None required as the target for the year had already been met by the end of Quarter 2.

Explanation of the projected trajectory: On Track – Remaining static

Target met by the end of Quarter 2 due to the delivery of additional, time-limited economic recovery programmes.

Table 3

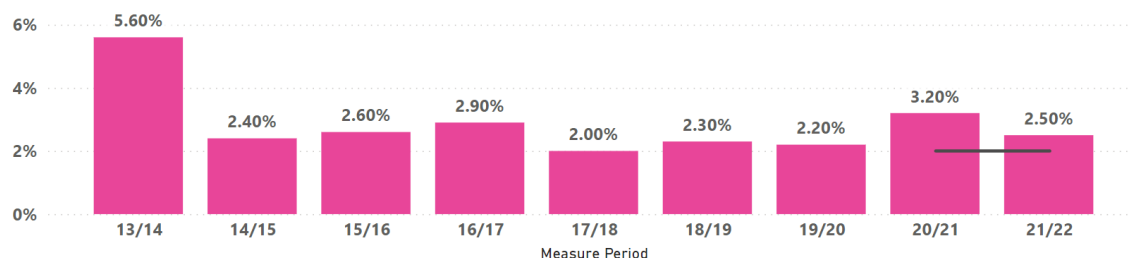
2.7 Of the 5 KBMs that are Not on Track at year end, 2 KBM's require highlighting in Table 4 below which details the current performance narrative, improvement activity and explanation of projected trajectory:

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

% unemployment rate

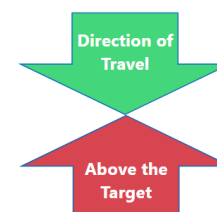
% Unemployment rate

● Actual ● Target



As at 21/22 the latest result was 2.5%, this is above the target (2%).

Projection over next quarter - Not on track - Remaining Static.



Current performance:

The unemployment rate fell to 2.5% in Quarter 4 from 3.4% in Quarter 3, which is on trend with the unemployment rate for England which also fell to 4.6% in Quarter 4 from 5.0%. Nevertheless, this remains above the 2% target.

Other statistical neighbours had the following unemployment rate at the end of Quarter 4, all of which are higher than Warwickshire's rate:

- Coventry (6%)
- Leicestershire (5.8%)
- Worcestershire (3%)
- North Northamptonshire (3.6%)
- West Northamptonshire (5%).

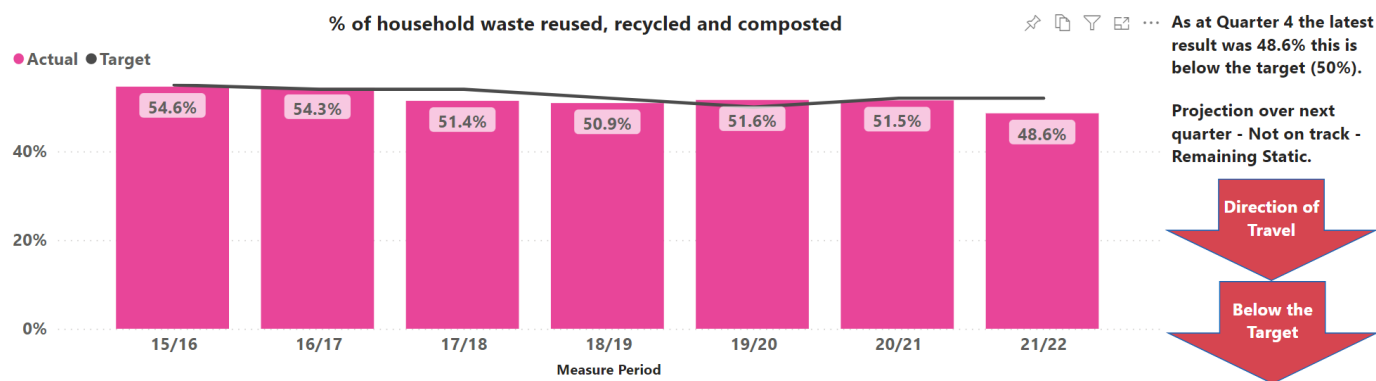
Improvement activity:

The fall in unemployment rate within Warwickshire in Quarter 4 is in line with the national trend which also experienced a reduction. Despite the ending of the furlough scheme (September 2021) unemployment levels still remain fairly low within the county. High vacancy numbers and increasing hiring from employers may also be a contributing factor to the reduced unemployment levels both within the county and nationally.

Explanation of the projected trajectory: Not on Track – Remaining Static

This will be reviewed as data is available to assess the full impacts of the pandemic on the labour market but the latest figures from Quarter 4 are above the target currently set for 2021/22.

% of household waste re-used, recycled and composted



Current performance narrative:

Our recycling and composting performance has a dependence on the activities of our district and borough council partners. This forecast is based on figures from April 2021 to January 2022.

During this year green waste charges were introduced by two waste collection authorities and there have also been seasonality and operational challenges. This is reflected in the reduction in green waste. The loss of the PURE recycling facility due to a fire had a temporary negative impact on recycling.

Driver shortages and the impact of Covid-19 have led to disruption to waste collection services such as the temporary suspension of green/bio waste collections in 4 of the 5 district and borough council areas. Some recycling collection services in Warwickshire are delivered by Coventry City Council and were impacted by industrial action. The County Council continues to support a waste collection authority whose recycling collections (including green waste) have been affected by industrial action.

An increase in the amount of residual waste collected has also negatively affected our overall recycling percentage.

Improvement activity:

Activity continues to promote waste reduction, reuse, recycling, and composting. 8,798 subscribers received the December edition of the 'Warwickshire Recycles' e-newsletter.

Slim Your Bin has recruited 1,253 'bin dieters' onto its 4-week training programme. The module called 'Slim Your Bin Kids', proved popular over the school holidays.

A YouTube Home Composting Workshop launched last year, this has been viewed 1,700 times and feedback has been very positive. Subsidised cold/hot compost bins are available to purchase from the recycling centres and online. Sales of composting equipment last financial year were double what they had been for the previous financial year.

The countywide food waste recycling behaviour change campaign, In to Win, continues across the County with 5,811 households now signed up.

Stratford District Council (SDC) and Warwick District Council (WDC) are changing their collection systems from 1 August 2022. Food waste will be collected separately weekly and general waste

will be collected every three weeks. This is expected to result in an increase in overall recycling rates and a reduction in waste sent to landfill / incineration. The service is working with WDC / SDC on finalising a treatment specification for food waste which will be out to tender soon.

All of the district and borough councils are partners in Sherbourne Recycling, the materials recovery facility which should be in operation next year (2023). It is expected that this state-of-the-art recycling facility will be able to accept and extract more recyclable material, leading to an increased recycling rate. WCC will communicate about the use of the facility which should increase recycling transparency about where recycling goes and reduce haulage. Updates are provided by North Warwickshire Borough Council to partners quarterly.

From August, recycling will be further increased as Warwick District Council change from a box / bag recycling collection method to a wheeled bin for all dry recycling. The move to charging for green garden waste is expected to lead to a decrease in green waste and impact the overall recycling rate.

WCC waste behaviour change officers are working with SDC and WDC to make sure that communications from all councils supports this transition.

Explanation of the projected trajectory: Not on Track – Remaining Static

The forecast was made using data April to January. The first two quarters generally have the most waste arising as there is less green waste over the winter period. Further challenges are expected during 2022/23 as operational difficulties inc industrial action continue. The impact that this will have on our performance is not yet known. Performance will continue to be tracked carefully so management action can be taken where possible.

Table 4

2.7 Of the remaining 3 KBMs that are Not on Track, forecast performance is projected to remain Not on Track but Static for all:

- % of residents in Warwickshire aged 16-64 who are in employment compared to the England average;
- No. of properties better protected from flooding; and,
- % biodiversity net gain in Warwickshire.

2.8 Table 5 below illustrates the considered forecast performance projection over the forthcoming reporting period compared to projection at previous quarters.

	On Track			Not on Track			Not Applicable
	Improving	Remaining Static	Declining	Improving	Remaining Static	Declining	
Warwickshire's communities and individuals are supported to be safe, healthy and independent		2			1		

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

2

4

2

Table 5

9 KBM's have a forecast performance projection for the forthcoming reporting period, this includes annual measures where data is not available until the end of the year. 45% (4) of the measures that have forecast performance projection have a status of being On Track and remaining static.

There are 5 KBMs which have a forecast of being Not on Track and are expected to remain Not on Track during the next Quarter and 2 of these have been fully detailed in 2.5. The other measures are % biodiversity net gain in Warwickshire, No. of properties better protected from flooding and % of residents in Warwickshire aged 16-64 who are in employment compared to the England average (KBM).

- 2.9 Activity is in place to improve performance across all measures, and this is under constant review to ensure it is robust and effective. Full context on all KBMs within the Framework is provided in the Power Bi [2021/22 Cabinet Performance report](#).

3. 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 5 shows the 2021/22 outturn position for the Services concerned.

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Variation as a % of budget	Change from Q3 forecast	Represented by:				Remaining service variance as a % of budget	Remaining Service Change from Q3 forecast
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	£m	%	£m
Environment Services	26.834	26.972	0.138	0.50%	0.227	(0.031)	(0.671)	1.692	(0.852)	(3.20%)	(0.106)
Strategic Commissioner for Communities	25.018	26.438	1.420	5.70%	(2.171)	(1.145)	(0.095)	4.739	(2.079)	(7.90%)	(1.698)
Total	51.852	53.41	1.558	6.20%	(1.944)	(1.176)	(0.766)	6.431	(2.931)	(11.10%)	(1.804)

Table 5

3.1.2. Within Environment Services there was a net overspend of £0.138m at outturn, this is represented by a £1.692m pressure related to Covid and is funded by Covid grant income received by the Council, (£0.671m) underspend largely relates to funding WCC held on behalf of partners or for specific purpose, and the (£0.031m) underspend which relates to two investment projects which are expected to be completed in 2022/23.

The remaining Service variance of (£0.852m) is an underspend, equivalent to 3.2% of the revenue budget for the Service. The material aspects of the underspend are attributable to the following factors:

- Within Transport Delivery there was a net underspend (£0.731m), comprising of an underspend in Transport Operations of (£0.894m) which is offset by an overspend in County Fleet Maintenance (CFM) of £0.164m, of which:
 - Transport Delivery saw reduced demand of bus services in 2021/22 which meant operating costs were lower and the number of capacity claims was significantly reduced (£0.281m).
 - There was also an underspend against a Department for Transport (DfT) grant for supported bus services, a project whose start was delayed due to Covid (£0.303m).
 - Additionally, there were underspends on vehicle hire, lease costs and concessionary travel (£0.337m) due to a reduction in people travelling because of Covid which reduced costs on all the necessary infrastructure.
- Engineering Design Services had an in year underspend (£0.146m) due to reduced agency costs and additional income being generated.
- One off surplus income was recovered from aged Section 278 schemes through an archiving and clearing process (£0.174m), the underspends were partly offset by an overspend in Planning Delivery Planning Delivery £0.265m which was a post-Covid outcome of insufficient income being generated to fully cover staffing costs within Archaeology and Flood & Water Management.

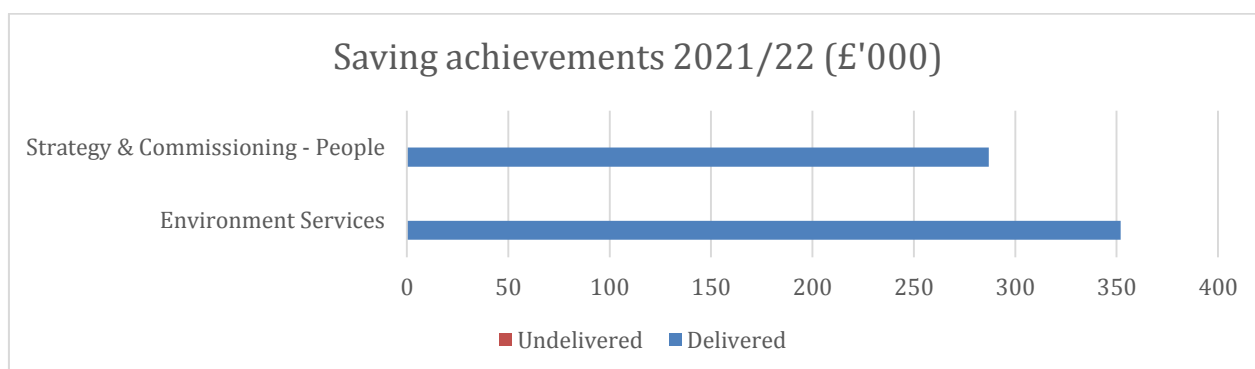
3.1.3. Strategy and Commissioning for Communities reported a £1.420m overspend, this is represented by a £4.739m Covid pressure at the end of outturn and will be funded by Covid grant income received by the Council, the investment underspend of (£1.145m) largely relates to Stoneleigh Park Accommodation Bridge Design which arose due to the timing of external funding being received, all project underspends have been request to be reprofiled into later years and the (£0.095m) underspend impacting on Earmarked Reserves is due to a net underspend on Speed Awareness workshops and will be transferred to the respective reserve.

Excluding the impact of Covid and forecast movement in reserve balances the remaining service variance is (£2.079m) underspend, equivalent to (7.90%) of revenue budget is due to higher than anticipated income from Lower House Farm (£0.596m) and business centres (0.278m) as well as lower Civil Parking Enforcement cost due to the ability of the contractor to deploy staff (0.601m).

Further details can be found in the 2021/22 Outturn Finance Monitoring report.

3.2. Delivery of the Savings Plan

3.2.1. The savings targets and 2021/22 outturn position for the Services are shown below:



3.2.1 Both services delivered 100% of their savings in 2021/22 with Environment Services achieving £0.352m and Strategic Commissioning for Communities achieving £0.95m. The high level of savings achieved is a positive outcome and contributes to a stable financial position.

3.3 Capital Programme

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

Service	Approved	New projects in year	Budget Reprofile	Net over / underspend	Total capital programme	Delays	Actual In year capital spend	Delays %
	2021-22 capital programme							
	£'000							
		£'000	£'000	£'000	£'000	£'000	£'000	£'000

Environment Services	47,362	315	-	5	47,682	(6,969)	40,713	-8.8%
Strategic Commissioning for Communities	8,863	152	(155)	-	8,860	(3,780)	5,080	-42.6%
S278 (Environment)	15,223	1,716	-	-567	16,372	2,114	18,486	+12.9%

Table 4

Environment Services – £4.855 million delay caused by:

- The A46 Stoneleigh junction scheme is showing a delay of £2.748m resulting from a change to the end date of the scheme. Significant sums relating to compensation events (whilst allowed for within the overall budget) are still being negotiated and no payment will be made until these sums have been agreed. This has impacted on in year spend. There is no suggestion that the scheme will require additional funds although there has been an increase in the budget of £0.391m due to the impact of COVID restrictions, this additional amount has been funded by Government grant.
- Vehicle mitigation barriers Stratford upon Avon £0.582m. This project is now scheduled with the contractor for summer 2022.
- Delays of £1.709m relating to Area Delegated schemes because of changes to the use of these funds (see Cabinet report dated 11th June 2020). The system changes are still being embedded and work is underway to complete historical schemes not yet undertaken. The minor works team working with localities officers have prepared over 450 scheme proposals. Of these, 315 schemes have been approved for delivery and 187 have been completed in 2021/22. The remaining projects are expected to be completed in the first quarter of 2022/23.
- A3400 Birmingham Road Stratford Corridor improvements - £0.756m delay relating to negotiations around the scheme. The remainder of the scheme is to be split into two more phases to suit timing of land acquisitions. Phase 2 will commence in August 2022 and phase 3 in early 2023.
- During Q4 spend on S278 projects has exceeded expectations and there was an increase in spend of £2.114m
- There have been some other smaller delays on projects, please see the annexes for further details.

Strategic Commissioning for Communities - £3.780 million delay caused by:

- Library & Business Centre, Nuneaton £0.340m, actual expenditure has been less than forecast due to delays in commissioning the external professional team and subsequent preparation work required for moving to RIBA. Construction work is still dependent on obtaining vacant possession of the site.
- Casualty reduction schemes £0.749m including two CIF funded projects, Temple Hill / Lutterworth Road and A439 Southern. Difficulties have arisen in obtaining contractors to undertake the work.
- Leamington Station commonwealth games infrastructure improvement £0.546m delayed due to contractor availability. The works to the station will be completed by the end of May.
- Rural mobility fund £0.401m resulting from delays in being able to access supplies, caused by COVID and the Ukraine war. This has delayed the start of the scheme into 2022-23 in relation to the development of software, delivery of vehicles, and establishment of the call centre.
- The payment of business grants has also been pushed back (£0.577m). This may be due to

a nervousness on the part of businesses to invest and/or difficulties in raising the required match funding.

- Creation of office space at Holly Walk, Leamington £0.289m there have been delays and costs have been reviewed. A plan is now in place to deliver the project in the next financial year.
- The remainder of the delay on Communities relates to various issues over multiple projects, further details can be found in the annexes.

In addition to the above there are some minor delays on multiple projects across the two service areas. More details can be found in the annex of the financial monitoring report which went to Cabinet on the 16th June 2022.

The current economic situation, both nationally and internationally post Covid-19, is likely to have an impact on the delivery of the capital programme in the short to medium term. Inflation, material shortages and supply chain issues are creating uncertainty and a challenging delivery environment.

4.Risk Management

- 4.1 Risks were reviewed during the year at a corporate level and at a service level, with directorate leadership teams reviewing significant service risks within each directorate. Risk management activity included consideration of mitigating actions.
- 4.2 One strategic risk relating to Communities services was assessed as high risk at March 2022:
- The risk of insufficient resources to match the increasing demand for SEND provision. Actions relating to this risk include a SEND & Inclusion Change Programme, oversight of Ofsted inspection improvement actions, and progress on all sub projects is overseen by the Better Lives Delivery Group.
- 4.3 In addition, two jointly owned strategic risks were rated as high risk:
- The risk of not achieving County net zero by 2050, bio diversity and climate adaptation targets. There is a spotlight on WCC led climate change action via a dedicated website, open communication channels and community engagement opportunities. A Warwickshire & Coventry COP event was delivered in March 2022.
 - The risk of sustained inflationary pressures and cost of living increases. There are a range of actions to mitigate this pressure for example delivering major infrastructure, digital connectivity and transport options, investment in the Warwickshire Recovery Investment Fund, and the integrated approach to medium term planning.
- 4.4 At service level 3 risks are identified as high risk within Communities services:
- Being unable to deliver the local area SEND written statement of action within the required timescales. Mitigating actions include that the statement of action was conformed as fit for purpose by OFSTED and CQC, and escalation mechanisms are available through the SEND and Inclusion Steering Group and Corporate Board.
 - Fire and rescue service protection capacity, inability to meet statutory functions/work streams with recognised national drivers and timeframes. Mitigating actions include streamlining the building regulations and planning consultation processes in a risk assessed way, liaising with other fire and rescue services on shared approaches.
 - Fire and Rescue Service on-call availability. Mitigating actions include improving

recruitment, amending on call contracts to improve availability, and enabling better forecasting of availability.

5. Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on the 17th February is available via the committee system.

6. Environmental Implications

None

7. Background Papers

None

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