

Communities Overview & Scrutiny Committee

21 September 2022

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2022/23

Period under review: April 2022 to June 2022

Recommendation

That the Committee considers and comments on Quarter 1 organisational performance and progress against the Integrated Delivery Plan.

1. Executive Summary

- 1.1 This report summarises the Council's performance at the end of the first quarter (April-June 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 1 Integrated Performance and Finance reports Cabinet considered on the 8th September. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary dashboard is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out, for the first time, a combined picture of the Council's delivery, performance, and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.6 The Council's overall performance remains strong, despite a volatile, uncertain, and high-risk external environment. This performance is evident for this Committee with 89% (8) of KBMs within its remit being assessed as being On Track with performance being at an expected level, and 11% (1) being Not

on Track. Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the 2022/23 Performance Report available at this [link](#).

- 1.7 There is 1 KBM which is notable for positive performance:
 - % of household waste re-used, recycled and composted
- 1.8 The position is also positive in terms of delivery of the 62 Communities actions set out in the Integrated Delivery Plan, with 85% being On Track and 15% At Risk, Compromised or not Started and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.9 A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.
- 1.10 Three of the Councils 18 strategic risks relate to the remit of this committee and currently have a red status (that economic growth slows or stalls, inflation / the cost of living, and meeting 2050 climate change targets for the county). At service level the key risks being highlighted are those that are currently rated red (high) risk and which at the same time have had a risk rating higher than the target risk rating for 3 quarters. There are currently no service risks meeting both these criteria in these service areas however Section 5.3 details the more significant risks that exist below this level.

2. Performance against the Performance Management Framework

- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as 'a Great Council and Partner'. The full performance summary against these Areas of Focus is contained in Appendix 1.
- 2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Report](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework takes into account the availability of new data.

- 2.5 This is the first quarter to benefit from a new automated process, delivered through PowerApps, to collect performance against the KBMs and KBIs. As the integrated reporting develops automation will be applied more widely to collect other performance data such as the Integrated Delivery Plan.
- 2.6 There are 21 KBMs in total that are in the remit of this Committee, of the 9 which are being reported at Quarter 1, 8 (89%) are On Track and 1 (11%) is Not on Track, full performance summary is contained in Appendix 1. The balance of measures are Annual and will be reported at the appropriate time across the forthcoming year.
- 2.7 All 9 measures have a forecast projection from the responsible Service for the forthcoming period. Of the 8 measures that are forecast to be On Track at Quarter 2, 5 are forecast to improve and 3 to remain static over the next quarter. For the 1 that is forecast to be Not on Track, performance is set to improve and be On Track.

3. Progress on Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the seven Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan in relation to Communities is included at Appendix 2. The majority of deliverables are On Track (85%) and 15% are At Risk, Compromised or Not Started, with any exceptions covered in Appendix 2.
- 3.3 There are 224 actions within the Integrated Delivery Plan, 62 of which are assigned to Communities.
- 3.4 Reporting on the Integrated Delivery Plan is not yet automated; Quarter 1 progress has been collated manually and therefore there is no Power BI dashboard for reporting. As outlined in the report to Cabinet in May, where the Integrated Delivery Plan was approved, this is a work in progress with colleagues in the Commissioning Support Unit and ICT enabling this. Discovery underway with ICT to explore high level solutions, however we are now gathering detailed requirements before progressing further. Learning from the manual exercise is being factored into these requirements.

4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 8th September 2022.

| Metric | Target | Service | Performance at Quarter 1 2022/23 |
|--|---|-------------------------------------|----------------------------------|
| Performance against the latest approved revenue budget as measured by forecast under/overspend | On budget or no more than 2% underspent | Environment Services | 0.5% overspent |
| | | Strategic Commissioning Communities | 2.48% overspent |
| Performance against the approved savings target as measured by forecast under/overachievement | 100% | Environment Services | 100% |
| | | Strategic Commissioning Communities | 100% |
| Performance against the approved capital programme as measured by forecast delays in delivery | No more than 5% delay | Environment Services | 18.0% |
| | | Strategic Commissioning Communities | 10.3% |
| | | S278 funded schemes | 5.4% |

5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks more directly related Communities are currently rated as red (high risk):
- Economic growth slows or stalls;
 - Inflation and the Cost of Living
 - 2050 county climate targets not met; and
- 5.2 Mitigating actions are in place in respect of these risks, for example the Council Plan prioritising the support of Warwickshire's economy, working with regional and local partners to access available funding streams, a Medium Term Financial Strategy planning process that is incorporating the risks of inflation, enabling and promoting climate change action in the community for example through a dedicated website and specific initiatives such as the green shoots community climate change fund.
- 5.3 At a service level there are 13 risks recorded against services relating to Communities and Environmental Services. The norm for exception reporting in 2022/23 is that key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target (risk targets have been

recently introduced and this is the first quarter reporting on this risk target metric). However, at service level at this reporting period there are no red risks or risks above target relating to communities or environmental services therefore the remaining high scoring risks are summarised instead. Of the 13 risks 6 risks have a risk score of 12 (Amber):

- Economic downturn due to Covid and Brexit;
- Being unable to deliver the highways planned Winter Maintenance programme in the event of extreme weather;
- Insufficient resources to deliver the Council Plan;
- Insufficient income from Section 106 and Communities Infrastructure Levy to deliver infrastructure;
- Pressure to manage increasing levels of waste; and,
- Unable to deliver Flood Risk Management duties.

5.4 Mitigating actions are in place in respect of these risks and are managed at Service level. Appendix 4 illustrates the standard risk reporting format

6. Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report Quarter 1](#)

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

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 8th September 2022

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