

Resources, Fire & Rescue Service Overview & Scrutiny Committee

7th June 2023

Council Plan 2022-2027 Integrated Performance Report Year End 2022/23

Period under review: April 2022 to March 2023

Recommendations

That the Committee considers and comments on the Year End organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at Year End (April 2022 – March 2023) 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 Year End Integrated Performance and Finance reports to be considered by Cabinet considered on the 15th June. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and Appendix 1a. Summary performance for the Warwickshire Outcome Measures is contained within Appendix 1b and changes to the PMF are outlined in the Appendix 1c.
- 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 table 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 a combined picture of the Council's delivery, performance, finance and risk. Officers continue to embed the new approach and performance framework. The format and content of these integrated performance reports has continued to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan have recently been reviewed in preparation for the 2023/24 reporting period.

1.6 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables Overview and Scrutiny Committees the opportunity to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the Performance Portal in Power Bi to further monitor performance on an ongoing basis.

1.7 At Year End with more annual measures being reported there has been a consistently, strong performance delivered. This is an encouraging position considering the continuing volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about several key national policy areas.

1.8 Of the 28 KBMs available for reporting this quarter the following table indicates an assessment of performance, compared to the previous quarters:

Quarter	On Track	Not on Track
1	71% (15)	29% (6)
2	62% (15)	38% (9)
3	56% (14)	44% (11)
4	54% (15)	46% (13)

1.9 Appendix 1 details performance for all the Committee related measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal available through this [link](#).

1.10 There are some key emerging themes highlighted by this report, including:

- Previously it has been highlighted that capacity and workload issues are impacting delivery across the organisation. Staff feedback has highlighted the issue which is considered a high priority. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market have been highlighted previously and although overall there has been some improvement at Year End there remain issues within specific service teams for example, for Children & Families. Other services have specific challenges such as, absence in Social Care. The Our People Strategy year 3 priorities have identified 5 key priority areas for action, recruitment and retention, pay and reward, strategic workforce planning, equality diversity and inclusion and engagement, which will be progressed through the year.

1.11 The main performance challenges relate to:

- Dedicated Schools Grant (DSG) High Needs % overspend compared to DSG recovery plan as performance is significantly above target, mainly due to the increased growth in demand for independent special school provision.

- Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival times at incidents. The Service is actively working towards a resourcing to risk review using risk analysis to inform more realistic standards going forward to continue to keep the communities across the county safe from harm. A review of the targets in relation to fire related deaths and injuries has been conducted and going forward these will be presented as information only without an associated target
- 1.12 The report sets out services' projected performance trajectory, which recognises a more volatile than usual external environment as a result of external factors.
- 1.13 The position is also positive in terms of delivery of the 56 actions set out in the Integrated Delivery Plan, with 61% being On Track and a further 13% Complete. 23% of actions are At Risk or Compromised and 3% have yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.14 At Year End, relating to the remit of this committee there are 3 corporate strategic risks with a red (high) rating: economic growth slowing or stalling, inflation / the cost of living, and uncertainty of external influences e.g. Government policy. In addition, at a service level there are 6 risks that are rated red (high) and which at the same time have had an actual risk rating greater than their risk target for 3 quarters: on call fire fighter availability, fire protection capacity, water rescue services, and cyber security within Fire and Rescue Services, interruptions to the customer service centre within Business and Customer Services, and insufficient resources to deliver the Council Plan and Priorities within Finance.
- 1.15 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the Pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.16 Such an unprecedented combination of events at a global and national level creates a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and future national policy, particularly Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.17 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. Our reporting will track and highlight these impacts on delivery and

performance. Our analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the Performance Management Framework.

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. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in [Appendix 1](#).
- 2.2 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a dashboard being under development and will inform our ongoing State of Warwickshire reporting which will include Levelling Up and the Cost of Living metrics and will be accessible by early summer.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.4 There are 31 KBMs in total that are in the remit of this Committee. Chart 1 of Appendix 1 details the reported status of the 28 KBMs which are being reported at Year End. 54% (15) KBMs are considered On Track and 46% (13) Not on Track. The three remaining measures in the remit of this Committee are reporting a status of Not Applicable:
- % reduction of WCC Warwick Office space as the focus of the Estates Master Plan during 2022/23 has been on reinstating Shire Hall and Northgate House in Warwick following the pandemic. During 2022/23 there has been no significant reduction in office space across the Warwick portfolio however it is of note that space available at the Saltisford has been repurposed with tenants already established, and more due, in line with the strategy to optimise use of the estate
 - % of site specific business cases approved for Warwickshire Property and Development Group – no business cases have been sent for approval this quarter; and
 - % of all capital schemes completed on budget – the data is not currently available however the systems are now in place to capture this information more readily going forward.

- 2.5 Of the reportable measures which have a forecast projection from the responsible service for the forthcoming period, all of the 15 measures reporting On Track are forecasting to improve or remain static. All the measures reporting as Not on Track are also expected to improve or remain static, with the exception of the following which is projected to decline further:
- % of schools with a deficit budget due to pay award proposals and uncertainties of further increases to energy and general rising prices of goods and services, albeit additional funding has been provided by Central Government to recognise this.
- 2.6 25 KBMs were reported at Quarter 3 where it was forecast that 13 would be On Track at Year End, with 12 Not On Track. Performance has materialised largely as expected, with some additional measures being reported for the first time this quarter and 2 measures projecting to remain On Track in Quarter 3 to being Not on Track at Year End:
- % of Local Government and Social Care Ombudsman adverse decisions which has increased during Quarter 4; and
 - the proportion of capital programme total spend allocated to Sustainable Futures being low due to bids, albeit still On Track with the 5 year Capital programme.
- 2.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a [dashboard](#) informing our ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics.
- 2.8 Of the 39 Warwickshire Outcome Measures that are currently reportable, Warwickshire performs better than the national average in 22 of them. The areas where Warwickshire outperforms the national average to the greatest degree include the employment rate, levels of pay, unemployment, homelessness and child poverty. Areas where Warwickshire's performance falls notably behind the national average include school attainment levels for disadvantaged children and greenhouse gas emissions per capita.
- 2.9 As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in Appendix 1c. The review of the Service Business Plans and the Integrated Delivery Plan have identified the changes being requested to ensure that the Performance Management Framework supports delivery of the agreed priorities.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas against all 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 is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the 192 remaining actions within the Integrated Delivery Plan, 56 are attributable to the Resources, Fire and Rescue OSC. Detailed information on the performance summary of the Integrated Delivery Plan in relation to Resources & Fire & Rescue is included at Appendix 2. The majority of deliverables are On Track (61%), 13% Complete, 20% are At Risk, 3% are Compromised and 3% are yet to start. Any exceptions are covered in Appendix 2.

4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information providing context available in [Appendix 3](#) and in the [Cabinet Outturn Report](#) presented to Cabinet on 15th June 2023.

Metric	Target	Service	Performance at Outturn 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Business and Customer Services	0.7%
		Commissioning Support Unit	(10.6%)
		Enabling Services	(9.8%)
		Finance	(5.1%)
		Governance & Policy	(26.6%)
		Fire & Rescue	1.4%

The headline revenue underspend reported at outturn is £5.2m (5.6%), however, specific funding has been set aside to be transferred to earmarked reserves. Once these factors are considered the adjusted forecast position is £2.3m (2.5%).

Performance against the approved savings target as measured by forecast under/overachievement	100%	Business and Customer Services	100%
		Commissioning Support Unit	100%
		Enabling Services	100%
		Finance	100%
		Governance & Policy	96.0%
		Fire & Rescue	0%

Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Business & Customer Services	-27.6%
		Enabling Services	-7.6%
		Governance & Policy	-26.8%
		Fire & Rescue	-51.8%

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 relating to Resources and Fire and Rescue Services are currently rated as red (high risk):

- Economic growth slows or stalls;
- Inflation and the cost of living; and
- Uncertainty of external influences e.g. Government policy.

5.2 Mitigating actions are in place in respect of these risks, for example the Council Plan including a number of activities to protect and promote the local economy and a Medium Term Financial Strategy planning process that is incorporating the risks of inflation.

5.3 At a service level there are 38 risks recorded against services relating to Resources and Fire and Rescue Services. 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. To highlight the key risks a table of both red risks and risks significantly above target is provided at [Appendix 4](#). The risks that are both red and significantly above target are the most significant risks, which are:

- On Call Availability (Fire and Rescue Services);
- Protection Capacity (Fire and Rescue Services);
- Water Rescue Training (Fire and Rescue Services);
- Cyber security (Fire and Rescue Services);
- Interruptions to the Customer Service Centre (Business and Customer Services); and
- Insufficient resources to deliver the Council Plan and priorities (Finance)

5.4 Mitigating actions are in place in relation to these risks, for example in respect of staff training, recruitment, resourcing, improved ways of working, and medium-term financial planning.

6. Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

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

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

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 15th June 2023

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence, Performance, Planning and Quality	vanessabelton@warwickshire.gov.uk
Assistant Director	Steve Smith, Assistant Director Commissioning Support Unit	stevesmith@warwickshire.gov.uk
Strategic Director	Mark Ryder, Strategic Director for Communities Rob Powell, Strategic Director for Resources	Markryder@warwickshire.gov.uk robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety Cllr Yousef Dahmash, Portfolio Holder for Customer and Transformation Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property	andycrump@warwickshire.gov.uk yousefdahmash@warwickshire.gov.uk cllrbutlin@warwickshire.gov.uk