

Resources, Fire & Rescue Service Overview & Scrutiny Committee

13th September 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2023/24

Period under review: April 2023 to June 2023

Recommendations

That the Committee considers and comments on the Quarter 1 2023/24 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 the end of Quarter 1 (April 2023 - June 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 Quarter 1 Integrated Performance and Finance reports presented to Cabinet on 14th September. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk.
- Performance is assessed against the Key Business Measures (KBM)s contained within the agreed Performance Management Framework (PMF) in Section 2 and [Appendix 1](#).
 - Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within [Appendix 2](#).
 - Management of Finance is summarised in Section 4 and the summary dashboard is presented in [Appendix 3](#).
 - Management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 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.

The approach to strategic performance reporting continues to evolve. Members will be aware that there is a wealth of information and data, and we must use the analysis most relevant to our strategic priorities. At a

service level, there is also additional performance data which allows managers to manage the performance of the service day to day. In addition, nationally, Government is developing the role of the 'Office for Local Government' (OFLOG) and Warwickshire Officers are seeking to collaborate with OFLOG to ensure that a meaningful and useful data set is developed. We are keen to avoid an industry of performance reporting which might be burdensome and low value. As such, it is our aim that we streamline our performance data over the next year or so, to ensure that Members have the right and most useful performance data possible.

There are some key themes that emerged last year that continue to be highlighted in the Cabinet report, and are impacted by WCC's current operating environment, including:

- increasing demand and costs being reported in Children & Families Services, Adult Social Care, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
- increasing demand is resulting in the capacity and workload issues which has a further impact on delivery across the organisation, evidenced through staff feedback and addressing this is acknowledged as a high priority for the organisation;
- difficulties in recruiting and retaining staff in a highly constrained national and local labour market were highlighted throughout 2022/23 and although overall there has been some improvement issues remain within specific service teams for example Children & Families, On-call firefighters, Waste & Environment, Schools, and Planning; and
- other services have specific challenges such as staff absence levels in Business & Customer Services, Children & Families and Adult Social Care.

Planned improvement activity to address these issues is described in section 4 of this report.

- 1.3 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 88 are available for reporting in Quarter 1. There are 31 KBMs within the remit of this Committee, and 28 KBMs available for reporting this Quarter. Table 1 below indicates the current assessment of performance.

Quarter 1	On Track	Not on Track
Status	61% (17)	39% (11)

Table 1

Table 2 below indicates the Direction of Travel (retrospective comparison), however, please note not all measures have a status e.g. where they are new and there is no previous baseline:

Quarter 1	On Track			Not on Track		
Direction of Travel	Improving	Static	Declining	Improving	Static	Declining
	27% (3)	55% (6)	18% (2)	18% (2)	18% (2)	64% (7)

Table 2

Table 3 below indicates the future projection forecast for the next reporting period:

Quarter 1	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
	6% (1)	88% (15)	6% (1)	18% (2)	27% (3)	55% (6)

Table 3

- 1.4 At Quarter 1, with a refreshed PMF, the overall position is a slight deterioration from the Year End position in terms of %age but is continuing a consistently strong performance delivered against the PMF. This is an encouraging position against the continuing volatile, uncertain, and high-risk operating environment.
- 1.5 [Appendix 1](#) details information for all measures within the PMF, including reasons why some measures are not being reported. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.6 The position is also positive in terms of delivery of the 67 actions set out in the Integrated Delivery Plan, with 74% being On Track, 25% At Risk or Compromised and 1% have yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.7 At the end of the first quarter the services reporting to Resources and Fire and Rescue Services OSC forecast an overspend of £4.658m, equivalent to 6.5% of their combined revenue budget. Once planned transfers from earmarked reserves are accounted for the position alters to a 3% overspend. A £0.706m shortfall is forecast against the current year saving target of £1.942m. While Resources remain largely on track to deliver their approved capital programme for the 2023/24, the Fire and Rescue service is forecasting a £2m delay, representing 40% their planned capital spend for the financial year.
- 1.8 At the end of Quarter one, six of 19 corporate/strategic risks more directly relate to the remit of this committee and have a red (high) rating: economic growth slowing or stalling, negative results from commercial and investment activity, uncertainty about key external influences e.g. Government policy,

sustained inflation and cost of living pressures, not achieving sustainable futures commitments and successful cyber attack.

- 1.9 At a service level there are 7 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 or more and are 3 points above target: insufficient resources to deliver the Council Plan and Priorities and increase in serious data breaches and/or backlog of Subject Access Requests within Resources. Within Fire and Rescue Services: cyber security, Emergency Services Network, National power outage, Protection Capacity and Reduced on call availability.
- 1.10 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 communities of Warwickshire.
- 1.11 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 the approach to developing national policy, particularly Adult Social Care reform, levelling up agenda, support or cost of living pressures and climate change Net Zero ambitions.
- 1.12 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Recent 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 updated 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 Comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the Performance Management Framework. Where applicable, some performance figures may now have been updated on the Power BI reporting system. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.3 Notable aspects of positive performance for specific measures include:

- the number of people utilising WCC core settings with colleagues coming into the work settings more regularly, which has seen a steady month on month increase compared to the same period last year.

2.4 There are some emerging performance areas that are becoming apparent through the PMF this Quarter:

- Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival time at incidents; the Service is working on a “resourcing to risk” analysis which is phased into 3 projects; Modelling, Development and Delivery. The initial modelling phase considers intervention times for a range of resource options and is due for completion in Nov 2023 and will inform more appropriate standards going forward to continue to keep the communities across the County safe from harm;
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan remains a challenge due to a variety of reasons including overspends on Independent School places and Specialist Resource Provision, causing significant pressure on the High Needs Block. Following the latest national data release, the trends in Warwickshire reflect a national picture. The Special Educational Needs and Inclusion Programme is being reviewed and refocused, and the Council is participating in the DfE’s Delivering Better Value programme;
- the % of maintained schools with a deficit budget continues to deteriorate due to the impact of pay awards; rising costs of energy bills and increasing pressures on covering for absences and growing numbers of vacancies which schools have been unable to fill; 17.21% of maintained schools have a deficit budget compared to the same period last year (13.74%), albeit lower than the March 2023 position of 18.7%; and
- the number of days sick absence per FTE (rolling 12 months) has seen a slight increase and is now reporting at 9.16 days per FTE and is over the target tolerance range of 8 days (+/- 1 day), although it is lower than the same period last year, which was at 9.22 days.

2.5 There are 22 measures of the 28 available for reporting, where there is enough trend data available to ascertain a Direction of Travel. 50% (11) of measures have a Direction of Travel that is On Track, the majority of which (9) are either improving or static, only 2 are declining. Conversely, the other 50% (11) are Not on Track, the majority of which (7) are declining.

2.6 All 28 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that are forecast to be On Track at Quarter 1, 1 is forecast to improve further with 15 to remain static. Of the 11 that are forecast to be Not on Track, the following are forecast to decline further at the next reporting period. Full details can be found within [Appendix 1](#) and the [Performance Portal](#).

- % times a first fire appliance arrives at life risk of property incidents within agreed response standards;
- % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council);
- % of maintained Schools with a Deficit Budget;

- Dedicated Schools Grant (DSG) High Needs Block (HNB) in year forecast % overspend compared to the DSG Recovery Plan;
- No. of projects seeking member approval to changes in cost, time, scope or risk; and
- No. of documents being printed by the organisation.

2.8 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 reported within a dashboard informing the ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics. A summary of position will be included in the Year End Integrated Performance Report.

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 206 actions within the Integrated Delivery Plan, 67 are attributable to the Resources, Fire and Rescue OSC. There is positive progress this Quarter with 74% of activities being On Track to achieve their objectives within the set timeframes, 25% are At Risk or Compromised, with 1% 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 Q1 Finance Monitoring Report presented to Cabinet on 14th September 2023.

Metric	Target	Service	Performance at Q1 2023/24
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	1.6%
		Commissioning Support Unit	1.7%
		Enabling Services	14.8%
		Finance	1.0%

		Governance & Policy	14.2%
		Fire & Rescue	(0.1%)

The headline revenue forecast at the end of the first quarter is £4.7m (5.4%) overspend however, specific funding has been set aside to be transferred from earmarked reserves. Once these factors are considered the adjusted forecast position is £2.6m (3.0%).

Performance against the approved savings target as measured by forecast under/overachievement	100%	Business and Customer Services	75%
		Commissioning Support Unit	100%
		Enabling Services	55%
		Finance	100%
		Governance & Policy	17%
		Fire & Rescue	100%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Business & Customer Services	0%
		Enabling Services	1.5%
		Governance & Policy	1.5%
		Fire & Rescue	39.7%

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;
- Negative results from commercial and investment activities;
- Uncertainty about key external influences e.g. Government policy;
- Sustained inflationary and the cost of living pressures;
- Not achieving our sustainable futures commitments; and
- Cyber attack is successful and systems and / or data compromised.

5.2 Mitigating controls are in place in respect of these risks and includes the Council Plan, 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. The Council is also developing a new Economic Strategy, Sector Growth Plans and the Sustainable Futures Strategy and Plan is to be agreed by Cabinet in Autumn 2023.

5.3 At a service level there are 43 risks recorded, which relate to Resources and Fire and Rescue Services. Key risks are highlighted where they are red risks (high risk) and also where a risk has been higher than the risk target for 3 quarters or more and is 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:

- Insufficient resources to deliver the Authority's Council Plan and priorities (Finance);
- Cyber Attacks (Fire and Rescue Services);
- Emergency Services network (Fire and Rescue Services);
- National power outage and maintain statutory duties (Fire and Rescue Services);
- Protection Capacity (Fire and Rescue Services);
- Reduced on call availability (Fire and Rescue Services); and
- Increase in serious data breaches and/or backlog of Subject Access Requests (Governance and Policy).

5.4 Mitigating activities are in place in relation to these risks, for example employee training, recruitment, resourcing considerations and People Strategy, employee survey and pulse point feedback, two-year funding for protection capacity, improved ways of working, and medium-term financial planning.

5.5 Over the course of the summer period, the risk appetite statements will be refreshed along with other aspects of the process to ensure they are fit for purpose. There is also an opportunity to refresh the risk records to ensure that the most significant risks are captured at a strategic and service level. This will also ensure that risks are reflective of the priorities and Integrated Delivery Plan and that appropriate mitigations are in place. Over time this will influence the volume and value of risks presented.

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 14th September 2023

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