

Resources, Fire and Rescue Overview & Scrutiny Committee

25th September 2024

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2024/25

Recommendations

That the Committee considers and comments on Quarter 1 2024/25 organisational performance, progress against the Council Delivery Plan, and management of finances and risk.

1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 1, April 2024 – June 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk enabling scrutiny and transparency for the organisation, partners, and the public:
 - progress against the Council Delivery Plan (CDP) is summarised in Section 2 and more fully presented within [Appendix 1](#);
 - performance is assessed against the Key Business Measures (KBM) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
 - management of Financial resources is summarised in Section 4 and the summary dashboard is presented in [Appendix 3](#); and
 - management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 This summary report also enables Overview and Scrutiny Committees to consider performance within their own remits. All Members have access to the CDP and PMF using the [Performance Portal](#) in Power BI to monitor performance.
- 1.3 The approach to strategic performance reporting continues to evolve and reflect the Council's key priorities and pressures. Members will be aware of the wealth of information and data available at both strategic and service levels. In addition, Oflog (Office for Local Government) is developing a suite of metrics for the sector. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data, including reference to Oflog metrics.
- 1.4 In April Cabinet agreed the new CDP and PMF which have both been simplified to focus on the key priorities ensuring we grip and improve the drivers of cost pressures to maintain service and financial resilience. This

report is a summary of progress on deliverables and performance measures as detailed in the CDP.

- 1.5 Of the 61 activities listed in the CDP 21 are attributed to Resources and Fire OSC. Quarter One results show a strong start to the year with 80% (17) of these On Track, 10% (2) at risk and 10% (2) Completed. [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 55 of which are available for reporting at Quarter 1. There are 29 KBMs within the remit of this Committee, and 18 are available for reporting this Quarter, the other 11 are new and due for reporting later in the year. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	61% (11)	39% (7)

Table 1

Positively, considering trend information for measures reported at Quarter 1 as On Track, performance is improving or static for half of the 10 where enough historic data is available. Conversely, for the 5 KBM that have a status of Not on Track, the trend is mixed, with 4 declining or remaining static and 1 improving. The forecast position for the next reporting period is that overall, the position will remain stable.

- 1.7 At Quarter 1 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with strong trend and future forecast. This is set against the challenges of the current operating environment, which include a prolonged period of uncertainty including the impact of global instability, market failures, high demand and market pressures in social care, children’s and education services leading to significant financial pressures necessitating a mitigation plan, and wider resourcing challenges. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.8 At the end of the first quarter the Services reporting to Resources and Fire and Rescue Services OSC forecast a net underspend of -£0.689m, equivalent to -0.8% of their combined revenue budget. The headline forecast overspend of £0.139m shows the position before planned transfers from earmarked reserves are accounted for, equivalent to a 0.2% overspend. A £0.399m shortfall is forecast against the current year saving target of £1.332m. While Resources remain largely on track to deliver their approved capital programme for the 2024/25, there is a small delay under Enabling Services of 3.44% for the current financial year. [Appendix 3](#) details further information in the remit of this Committee.
- 1.9 Of the nine strategic risks, three are rated red or high level and two more directly relate to Resources, Fire and Rescue Overview & Scrutiny Committee and these are highlighted in Section 5 below.

- 1.10 At Service level there are 29 risks and four key risks highlighted which are red and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target.
- 1.11 The Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of our work. A challenging financial outlook in the short- to medium-term is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about medium-term national policy direction in several key areas of our work. Performance reporting will continue to track and highlight our delivery and performance and inform prioritisation of activity and resources.

2. Performance against the Council Delivery Plan

- 2.1 The three strategic priorities set out in the [Council Plan 2022 - 2027](#) are delivered through seven Areas of Focus. In addition, there are three further themes that will help the Council to be known as 'a Great Council and Partner.' The CDP aligns priority activity from across all Service areas against the areas of focus within the Council Plan 2022-27. It shows how activity across Services collectively contributes to delivering these priorities.
- 2.2 Of the 61 activities listed in the CDP 21 are attributed to Resources and Fire OSC. Quarter One results show a strong start to the year with 80% (17) of these on track, 10% (2) at risk and 10% (2) Completed. [Appendix 1](#) gives more information about progress.

3. Performance against the Performance Management Framework

- 3.1 The Council Delivery Plan outlines deliverables under each Area of Focus and KBMs have been assigned to measure impact, a full performance summary against all KBMs is contained in [Appendix 2](#) and more comprehensive performance reporting is enabled through the Power BI [Performance Portal](#) as part of the PMF. 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.
- 3.2 Of the 18 KBMs available for reporting at Quarter 1, 61% (11) are reported as being On Track and 39% (7) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
- No. of Safe & Wells delivered to high risk vulnerable people - For the period 1st April to 30th June 2024, there have been 400 Safe and Well Checks delivered to high risk vulnerable people, the exact same amount delivered in the same period of 2023.

- 3.4 There are several performance challenges this Quarter include:
- % Net Variation of Outturn Forecast to Revenue Budget (Whole Council) and % variation of revenue savings achieved against agreed Medium Term Financial Strategy (Whole Council). The full position and mitigating actions are outlined in the Quarter 1 Finance Monitoring Report, which reflects the combined impact of very high demand and costs, complexity of caseloads and systemic issues in terms of national policy and the operation of markets. The Quarter 1 Finance Monitoring Report also details the mitigations strategy that is now in place to reduce the pressures; and
 - No. of days sick absence per FTE Absence days for Quarter 1 2024/25 has increased slightly again to 10.24 days per FTE and remains over the tolerance of +/- 1 day against the target of 8 days per FTE. Although, this is lower than pre-pandemic levels (10.9 days per FTE, March 2020). The Service is targeting support to those service areas having a detrimental impact on the overall absence figure. Stress and Mental Health continues to be the highest reason accounting for 33.6% of all absences, albeit slightly down on the previous quarter from 35%, with Musculo-skeletal remaining as the second highest reason. This increasing trend appears to be in line with the national picture across both public and private sectors. To ensure that we are maximising the effectiveness of the workforce in the context of current pressures, there will be a focus on mitigating rising sickness levels through both Corporate Board and Staff and Pensions Committee deep dives.
- 3.5 Within the current PMF there are 18 measures of the 10 available for reporting where there is enough trend data available to ascertain a direction of travel. 50% (5) of measures have a trend that is On Track, all of which are either improving or static. Conversely, 50% (5) are Not on Track, and the trend is mixed, with 2 declining, 2 remaining static and 1 improving for these measures over time.
- 3.6 Within the current PMF 17 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 1 status of On Track, 10% (1) are forecast to improve and 80% (8) are forecast to remain static in that position with another 10% (1) forecasting to decline over the next reporting period. Of the 7 KBMs that are forecast to be Not on Track, 2 measures performance at the next reporting period is forecast to decline, 2 are to remain static and 3 are forecast to improve.
- 3.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but is not solely responsible for, are reported in a State of Warwickshire reporting [dashboard](#) which includes Creating Opportunities and Cost-of-Living metrics.

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 Quarter 1 Finance Monitoring Report presented to Cabinet on 5th September 2024.

Metric	Target	Service	Performance at Quarter 1 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Enabling Services	(1.1%)
		Finance	(0.0%)
		Strategy, Planning & Governance	(6.4%)
		Workforce and Local Services	(1.2%)
		Fire & Rescue	0.9%

The net revenue forecast at the end of the first quarter is -£0.689m (-0.8%) underspend. The headline forecast overspend of £0.139m (0.2%) shows the position before specific funding which has been set aside in the Medium-Term Financial Strategy (MTFS) to meet some of these costs.

Performance against the approved savings target as measured by forecast under/overachievement	100%	Enabling Services	61%
		Finance	100%
		Strategy, Planning & Governance	100%
		Workforce and Local Services	13%
		Fire & Rescue	0%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Enabling Services	-3.44%
		Strategy, Planning & Governance	0.00%
		Workforce and Local Services	0.00%
		Fire & Rescue	0.00%

5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic level and also at service level. At the strategic level the following red or high level risks, after taking

account of current mitigations, more directly relates to Resources, Fire & Rescue services:

- *Mismatch between demand and resources; and*
- *Cyber attack being successful.*

- 5.2 The third strategic risk rated red or high level may be influenced by the services within Resources and that risk is *Lack of movement towards Sustainable Futures*.
- 5.3 At a Service level there are 29 risks recorded in service areas relating to Resources. There are four key risks highlighted, which are red risks (high risk) and the risk level has been higher than the risk target for 3 quarters or more and 3 points or more over target, a table illustrating this information is provided at [Appendix 4](#). There are no additional risks which are red and exceed the respective targets for three quarters in a row
- 5.4 Mitigating controls are in place including the MTFs for 2024-25, which deliver a balanced and sustainable position over the medium-term in line with the Council's statutory duties. There are multiple mitigations in place to counter cyber-attack, the volume and style of which is continually evolving as we must to continue mitigating effectively. It is worth noting, cyber risk is consistently featured as a top three risk in annual risk research across organisations in Europe. Revenue pressures remain in some service areas, influenced by increasing demands and costs (e.g. SEND, children and families, adult social care and home to school transport), and a capital funding gap exists for the schools programme. We are taking part in Government programmes, Delivering Better Value related to SEND and Pathfinder Wave 2 for Childrens Services, to help shape the future of our services. The demands and environment we are operating in are challenging and we continue to acutely monitor the position.

6. Financial Implications

- 6.1 There are none specific to this report.

7. Environmental Implications

- 7.1 There are none rising directly from this report.

Appendices

Appendix 1 – [Progress on the Council Delivery Plan](#)

Appendix 2 – [Quarterly Performance Report](#)

Appendix 3 – [Management of Finance](#)

Appendix 4 – [Management of Risk](#)

Background Papers

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