

Communities Overview & Scrutiny Committee

27th November 2024

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2024/25

Recommendations

That the Communities Overview and Scrutiny Committee (the Committee) considers and comments on Quarter 2 2024/25 organisational performance, progress against the Council Delivery Plan, management of finances and risk.

1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 2, April – September 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027 including those relevant to the Committee. 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 (KBMs) 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 The CDP and PMF were both recently refreshed and have been simplified to focus on the key priorities ensuring we maintain or improve service provision in those areas that are drivers of cost pressures thus gaining financial resilience. This report is a summary of progress on deliverables and performance measures as detailed in the CDP.
- 1.3 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.
- 1.4 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.

- 1.5 Implementation of the CDP began in April, with Quarter Two seeing a further two projects (3%) completed. The overall delivery position remains strong, 48 (82%) are On Track, 2 (3%) Complete and 9 (15%) are At Risk. and it is these actions which are reported on an exception basis in [Appendix 1](#).
- 1.6 Of the 59 actions within the Council Delivery Plan, 21 are attributable to the Communities OSC. The number of activities reporting Compromised or At Risk this Quarter is 19%. 81% of activities are On Track to achieve their objectives within the set timeframes.
- 1.7 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 2. There are 23 KBMs within the remit of this Committee, and 22 are available for reporting this Quarter, the other 1 is new and due for reporting at year end. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	84% (16)	16% (3)
Quarter 2	82% (18)	18% (4)

Table 1

Positively, considering trend information for measures reported at Quarter 2 as On Track, performance is improving or static for all 14 where enough historic data is available. Conversely, for the 3 KBMs that have a current status of Not on Track, the trend is static where historic data is available. The forecast position for the next reporting period is that overall, the position will remain stable however a significant proportion of measures will show improvement in their individual performance.

- 1.8 At Quarter 2 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently positive with a trajectory to further improve at the next reporting period. 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. The financial pressures evident at Quarter 1 necessitated a financial mitigation strategy, and wider resourcing challenges which have helped stabilise the in-year position although, in common with the whole sector, significant medium-term financial challenges remain. [Appendix 2](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.9 At the end of Quarter 2, the services reporting to Communities OSC are forecasting a net service overspend of £5.772m, (5.9% of their combined revenue budget). Saving targets are forecast to be underachieved by £1.158m representing 89% of the saving target for the current financial year. There are identified delays in capital spend planned for 2024/25 (see table under 4.1)

although some of this relates to developer contributions where the timing of the delivery is outside of the Council's control.

- 1.10 At a Directorate level there are 20 risks that are recorded in service areas relating to Communities OSC. More details are contained in section 5 below.
- 1.11 At service level there are 20 risks including two key risks highlighted in Appendix 4.
- 1.12 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. Resourcing challenges are both financial and workforce, reflecting 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 59 actions within the Council Delivery Plan, 21 are attributable to the Communities OSC. The number of activities reporting Compromised or At Risk this Quarter is 19%. 81% of activities are On Track to achieve their objectives within the set timeframes. The reduction of activities On Track is due to resourcing issues which have impacted the timetable for the Home to School Transport Programme. Work is underway to bring these dates back into line for Quarter three.
- 2.3 Challenges being seen this quarter relate to the following:
Delays to activities within the "Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero" Area of Focus. The activities delayed are:
 - The Hydrotreated Vegetable Oil Pilot; and
 - The refresh of the Energy and Environment Plan and associated activities including the solar PV installations at Ryton Pools and Kingsbury Water Park.

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 22 KBMs available for reporting at Quarter 1, 82% (18) are reported as being On Track and 18% (4) are being reported as Not on Track.
- 3.3 A notable aspect of positive performance for a specific measure includes No. of successful Foreign Direct Investment projects, which is an annual measure reported as On Track in Quarter 2. The Coventry & Warwickshire area attracted 54 Foreign Direct Investment (FDI) projects in the year 2023-24, maintaining the trend of recent years. Key sectors for Coventry & Warwickshire included 22 projects for automotive and future mobility (up from 17 projects) and 8 digital creative and software, 4 e-commerce and logistics (5 projects last year) and 4 medtech projects. The latest data confirms the Coventry & Warwickshire sub region as a leading UK destination for FDI and high-tech investment over the last decade.
- 3.4 Measures which are performing less well include the Annual cost (£) of SEND Home to School Transport per Child which shows a very slight increase, from £11,498 in Quarter 1 to £11,593 in Quarter 2. The trend is still showing an increasing number of children requiring transport due to the numbers of EHCPs being issued, this is reflected in the associated costs which are significantly above budget.
- 3.5 Of the 3 measures reporting as Not on Track, 2 of them are annual measures and were last reported on at Year End 2023/24. These measures are KM's of cycle lanes delivered through infrastructure schemes and % habitat biodiversity net gain in WCC rural estate, and both of these measures will remain as Not On Track until new figures are reported in March 2025, when they are both forecast to remain as Not On Track Performance Improving.
- 3.6 Within the current PMF there are 17 measures of the 22 available for reporting where there is enough trend data available to ascertain a direction of travel. 82% (14) of measures have a trend that is On Track, all of which are either improving or static. Conversely, 18% (3) are Not on Track, and the trend for these measures is static over time.
- 3.7 Within the current PMF all 22 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 2 status of On Track, 50% (10) are forecast to improve and 50% (8) are forecast to remain static in that position for the next reporting

period. Of the 4 KBMs that are forecast to be Not on Track, 3 measures performance at the next reporting period are forecast to improve and the other is forecast to remain static.

- 3.8 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 available in the Quarter 2 Finance Monitoring Report presented to Cabinet on 14th November 2024 and [Appendix 3](#). The net service revenue forecast overspend reported is £5.772m (5.9%).

Metric	Target	Service	Performance at Quarter 2 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Environment, Planning and Transport	9.7% overspend
		Economy and Place	(1.5%) underspend
		Strategic Infrastructure and Climate Change	(50.4%) underspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	Environment, Planning and Transport	0%
		Economy and Place	86%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Environment, Planning & Transport	-4.81%
		Economy & Place	-7.20%
		Strategic Infrastructure & Climate Change	.000%
		S278 funded schemes	-1.84%

5. Management of Risk

- 5.1 In September 2024, responsibility for the risk management framework and associated reporting transferred to the Corporate Policy Unit. The move reflects an opportunity to strengthen the alignment between strategic foresight, risk management and strategy development. Ahead of the start of 2024/25 financial year the WCC Risk framework underwent a period of refinement which included:
- Refresh of the Strategic Risk Management Framework (approved by Cabinet in January 2024).
 - Refresh of the Strategic risks in 2023-24 (now reporting for the 5th quarter).
 - Reassessment of risk appetites and associated risk themes (conducted in Quarter 3 and agreed in Quarter 4 2023/24).
 - Completion of an assurance exercise with peer authorities.
 - Completion of the moved to the simplified risk score calculation.
 - Gap analysis and deep dive work for the strategic risks.
- 5.2 During September 2024 a revised approach has been developed which:
- Creates a clearer 'aggregate' view of risk at organisational and directorate level.
 - Places greater emphasis on ownership, analysis and oversight by each Directorate Leadership team and risk owners (largely Heads of Service).
 - Creates an opportunity to address 'remedial action' ahead of reporting to Members.
- 5.3 Risks are monitored in risk registers at a strategic level and at Directorate level. At the strategic level there are nine risks and the following red or high-level risk, after taking account of current mitigations, the following two risks are more directly related to Communities services:
- Lack of movement towards Sustainable Futures.
 - Slow economic growth & increase in inequalities across communities.
- 5.4 Other strategic risks may also impact on Communities, in particular, the risk relating to *a possible cyber attack being successful*, which has the potential to impact all service areas across the Council.
- 5.5 At a Directorate level there are 20 risks that are recorded in service areas relating to Communities OSC. Please note in relation to OSC reporting these figures exclude reporting on Fire & Rescue related risks which will be reported to Resources OSC. Various controls and mitigation are in place to manage risks. Red or those risks trending above target for more than three successive months will be highlighted for review in Quarter 3. More information on these is provided at [Appendix 4](#).

6. Financial Implications

6.1 There are none arising directly from this report.

7. Environmental Implications

7.1 There are none arising directly from this report.

Appendices

Appendix 1 – Progress on the Council Delivery Plan

Appendix 2 – Quarterly Performance Report

Appendix 3 – Management of Financial Risk

Appendix 4 – Management of Risk

Background Papers

Role	Name	
Report Author	Vanessa Belton, Business Intelligence Service Manager (Performance and Quality)	vanessabelton@warwickshire.gov.uk
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