

Resources and Fire & Rescue Overview and Scrutiny Committee

4th December 2024

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

Recommendations

That the Resources and Fire & Rescue Overview and Scrutiny Committee (the Committee) considers and comments on Quarter 2 2024/25 organisational performance, progress against the Council Delivery Plan, and management of finances and risk in relation to those areas within its remit.

1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 2, April 2024 – September 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027 relevant to the Committee. The paper sets out a combined picture of the Council's delivery, performance, 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 Of the 59 activities listed in the CDP 19 are attributed to Resources and Fire OSC. Quarter Two results remain strong with 89% (17) of these On Track, and 11% (2) At Risk. [Appendix 1](#) gives more information about progress.
- 1.6 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 2. There are 18 KBMs within the remit of this Committee, all of which are available for reporting this Quarter. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	61% (11)	39% (7)
Quarter 2	56% (10)	44% (8)

Table 1

Positively, considering trend information for measures reported at Quarter 2 as On Track, performance is improving or static for 9 measures where enough historic data is available. Conversely, for the 8 KBM that have a status of Not on Track, the trend is mixed, with 2 declining, 3 remaining static and 2 improving. 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.

- 1.7 At Quarter 2 the overall performance against KBMs in the PMF, measuring delivery of the CDP, is currently stable in terms of 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. 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](#).
- 1.8 At the end of the second quarter, the Services reporting to Resources and Fire and Rescue Services OSC forecast a net underspend of -£1.830m, equivalent to -2.1% of their combined revenue budget. The headline forecast overspend of £0.414m shows the position before planned transfers from earmarked reserves are accounted for, equivalent to a 0.5% overspend. A £0.352m shortfall is forecast against the current year saving target of £1.332m. The capital programme for the 2024/25 remains on track.

- 1.9 Of the nine strategic risks, six are related directly or indirectly to Resources, Fire and Rescue Overview & Scrutiny Committee and these are highlighted in Section 5 below.
- 1.10 At Service level there are 23 risks related to Resources and Fire and Rescue. More information can be found in section 5 below.
- 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. 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 activities listed in the CDP 19 are attributed to Resources and Fire OSC. Quarter Two results remain strong with 89% (17) of these On Track, and 11% (2) At Risk.
- 2.3 Whilst the same two activities are reporting At Risk in Quarter 2 (namely the delivery of the MTFs and the Process Redesign Programme) in both cases the commentary indicates improvements in the overall direction of travel. Appendix 1 contains the full commentary relating to these activities along with more information about progress in general.

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. 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 2, 56% (10) are reported as being On Track and 44% (8) being reported as Not on Track.
- 3.3 There are several performance challenges this Quarter:

- Sickness Absence days for Quarter 2 2024/25 have increased slightly again to 10.38 days per FTE which remains above the tolerance of +/- 1 day against the target of 8 days per FTE. During the quarter the absence figures increased in July and, encouragingly, started to stabilise in August and gradually reduce in September; and
- % Net Variation of Outturn Forecast to Revenue Budget (Whole Council) and % variation of revenue savings achieved against agreed Medium Term Financial Strategy (Whole Council) both remain as Not on Track, however the spending controls which were introduced at the end of Quarter 1 are starting to have the desired effect, resulting in an improved position at Quarter 2 compared to Quarter 1:
 - % Net Variation of Outturn Forecast to Revenue Budget (Whole Council) is at 2.36% this Quarter, down from 6.73% at Quarter 1; and
 - % variation of revenue savings achieved against agreed Medium Term Financial Strategy (Whole Council) is at 59% this Quarter, a slight improvement from 57% at Quarter 1.

The full position and mitigating actions are outlined in the Quarter 2 Finance Monitoring Report.

- 3.4 Within the current PMF there are 16 measures of the 18 available for reporting where there is enough trend data available to ascertain a direction of travel. For 56% (9) of currently reported On Track measures performance for all is either improving or static. Conversely, for the Not on Track measures, performance is mixed between declining, remaining static and improving.
- 3.5 Within the current PMF, all 18 KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a status of On Track, the majority are forecast to remain static in the current position. Of those that have a status of Not on Track, over half of the measures are forecast to remain static, while the others are forecast to improve.
- 3.6 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 2 Finance Monitoring Report presented to Cabinet on 14th November 2024.

Metric	Target	Service	Performance at Quarter 2 2024/25
Performance against the	On budget	Enabling Services	(0.9%)

latest approved revenue budget as measured by forecast under/overspend	or no more than 2% underspent	Finance	(3.4%)
		Strategy, Planning & Governance	(5.3%)
		Workforce and Local Services	(6.2%)
		Fire & Rescue	0.1%

The net revenue forecast underspend at the end of the second quarter is £1.830m which represents -2.1% of the approved budget. The headline forecast overspend of £0.414m (0.5%) 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	59%
		Finance	100%
		Strategy, Planning & Governance	100%
		Workforce and Local Services	100%
		Fire & Rescue	55%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Enabling Services	0.00%
		Strategy, Planning & Governance	0.00%
		Workforce and Local Services	0.00%
		Fire & Rescue	0.00%

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; and
- 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 DLT and risk owners; and
- 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 service level. For this report, details of Warwickshire Fire & Rescue related risks are included in this report. At the strategic level the following risks are more directly related to Resources & Fire OSC:

- Mismatch between demand and resources;
- Failure to operate;
- Insufficient skilled and experienced workforce;
- Successful cyber attack;
- Detriment to governance arrangements; and
- A safe environment may not be sustained.

5.4 At a service level there are 23 risks recorded in service areas relating to this committee. Red or those risks trending above target for more than three successive months will be highlighted for review in Quarter 3. Additional information is provided at [Appendix 4](#).

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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