

Resources and Fire & Rescue Overview and Scrutiny Committee

5th March 2025

Council Plan 2022-2027 Integrated Performance Report Quarter 3 2024/25

Recommendations

That the Resources and Fire & Rescue Overview and Scrutiny Committee (the Committee) considers and comments on Quarter 3 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 3, April 2024 – December 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 This summary report 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, and national metrics. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data.
- 1.4 Of the 57 activities listed in the CDP 19 are attributed to Resources and Fire OSC. Quarter 3 results remain strong with 89% (17) of these On Track, and

5% (1) At Risk and 5% (1) Activity completing this Quarter. [Appendix 1](#) gives more information about progress.

- 1.5 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 3. 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)
Quarter 3	67% (12)	33% (6)

Table 1

Positively, considering trend information for measures reported at Quarter 3 as On Track, performance is improving or static for 10 measures where enough historic data is available. Conversely, for the 5 KBM that have a status of Not on Track, the trend is mixed, with 2 declining, 1 remaining static and 2 improving. The forecast position for the next reporting period is that overall, the position will remain stable.

- 1.6 At the end of the third quarter, the Services reporting to Resources and Fire and Rescue Services OSC forecast a net underspend of -£2.709m, equivalent to -3.0% of their combined revenue budget. The headline forecast underspend of -£0.482m shows the position before planned transfers from earmarked reserves are accounted for, equivalent to a 0.5% underspend. A £0.320m shortfall is forecast against the current year saving target of £1.332m. The capital programme for the 2024/25 remains mostly on track except delays of 6.21% in Enabling Services.
- 1.7 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.
- 1.8 At Service level there are 16 risks related to Resources and Fire and Rescue. More information can be found in section 5 below.
- 1.9 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 57 activities listed in the CDP 19 are attributed to Resources and Fire OSC. Quarter Three results remain strong with 89% (17) of these On Track, and 5% (1) At Risk, and one activity completing (5%).
- 2.3 The project to deliver our new firefighter training sites completed this Quarter and the Minerva training unit has been handed over and is operational with an opening ceremony held in January 2025.
- 2.4 Whilst the delivery of the MTFs continues to report At Risk in Quarter 3 the commentary indicates further improvements in the overall direction of travel.
- 2.5 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 relevant to 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 reflects the availability of new data.
- 3.2 Of the 18 KBMs available for reporting at Quarter 3, 67% (12) are reported as being On Track and 33% (6) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
 - % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council) is reporting performance within the + / - 2% target set as part of the performance framework. This measure had been reporting as Not on Track since the start of the year, so this improved position reflects the impact of the financial recovery strategy and positive work from all Directorates and services.
- 3.4 There are several performance challenges this Quarter:
 - Sickness Absence days for Quarter 3 2024/25 has increased again to 10.73 days per FTE and remains over the tolerance of +/- 1 day against

the target of 8 days per FTE. The key focus over the last quarter has been to address longer-term absence through case conferences with the occupational health provider and working directly with directorates and managers. As a result, there has been a positive impact with the number of absence cases over 9 months reducing by 40%, which over time should reduce absence levels which are measured over a 12-month rolling period; and

- % variation of revenue savings achieved against the agreed Medium Term Financial Strategy (Whole Council) remains as Not on Track. Despite improvements in performance since Quarter 1, this measure is not expected to recover fully in-year due to the scale of financial pressures but these have been refreshed and factored into the latest refresh of the Medium-Term Financial Strategy (MTFS) to be considered by Council in February. The achievement of future savings is critical to the delivery of a balanced budget over the MTFS period and will continue to be closely monitored. The full position and mitigating actions are outlined in the Quarter 3 Finance Monitoring Report.

3.5 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 91% (10) 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.

3.6 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, half of the measures are forecast to remain static, while the others are forecast to improve or decline, with the latter being namely:

- No. of days sick absence per FTE (rolling 12 months) – further detail is available in paragraph 3.4

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 in the table below with further information providing context available in [Appendix 3](#) and in the Quarter 3 Finance Monitoring Report presented to Cabinet on 28th January 2025.

Metric	Target	Service	Performance at Quarter 3 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspend	Enabling Services	(0.9%)
		Finance	(5.7%)
		Strategy, Planning & Governance	(7.6%)
		Workforce and Local Services	(6.5%)
		Fire & Rescue	(0.7%)

The net revenue forecast underspend at the end of the third quarter is £2.709m which represents -3.0% of the approved budget. The headline forecast underspend of £0.482m (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	100%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Enabling Services	-6.21%
		Strategy, Planning & Governance	0.00%
		Workforce and Local Services	0.00%
		Fire & Rescue	0.00%

5. Management of Risk

- 5.1 Following the adoption of a revised risk management approach in Quarter 2, Corporate Board commissioned a 'deep dive' into all strategic and directorate risks during Quarter 3. All Directorate Leadership Teams, along with risk and control owners were subsequently asked to review their directorate risk registered and the relevant strategic risks, during December 2024. The ask was to complete a full review and update of the detail of all relevant risk detail including title, definition, ownership, controls, rating and where necessary identify risks that could be deleted, merged and new risk added as needed.
- 5.2 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 along with Resources Directorate risks.
- 5.3 At the strategic level the following risks are more directly related to Resources & Fire OSC:
- Mismatch between demand and resources;
 - Business Continuity;
 - Insufficient skilled and experienced workforce;
 - Cyber-attack;
 - Failure of governance arrangements; and
 - A safe environment may not be sustained.
- 5.4 At a service level there are 16 risks recorded in service areas relating to this committee. Two are on target and there is one red risk (Insufficient resources to deliver the Authority's Council Plan and priorities given identifiable spending pressures and longer-term structural deficit position (RE10)). 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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