

Communities Overview & Scrutiny Committee

One Organisational Plan Quarterly Progress Report

23 September 2020

Recommendation

1. That the Overview and Scrutiny Committee:
Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Executive Summary

- 1.1 The One Organisational Plan (OOP) Year-end Performance Report for the period April 1st 2019 to March 31st 2020 was considered and approved by Cabinet on 9th July 2020. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the Cabinet meeting held in June 2020.
- 1.2 This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.

2. One Organisational Plan 2020: Strategic Context and Performance Commentary

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:
 - **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
 - **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 KBMs.

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 29 KBMs are monitored.

As the Organisation continues to transform, this is the first full year performance report that will be reported against the new [Commissioning Intentions Performance Framework](#). The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation's priorities. Detailed performance has been visualised utilising the functionality of the newly implemented Microsoft Power BI system.

2.2 Of the 64 KBMs, 11 are in the remit of this Overview and Scrutiny Committee. At the yearend position, 55% (6) of KBMs have achieved target while 27% (3) of KBMs have not achieved the yearend target. The other two KBM's; Gross Value Added (GVA) per employee as a % of the UK average is reported in arrears and No. of journeys on public transport services supported by WCC do not have a target.

Chart 1 below summarises KBM performance by outcome for the remit of this Committee.

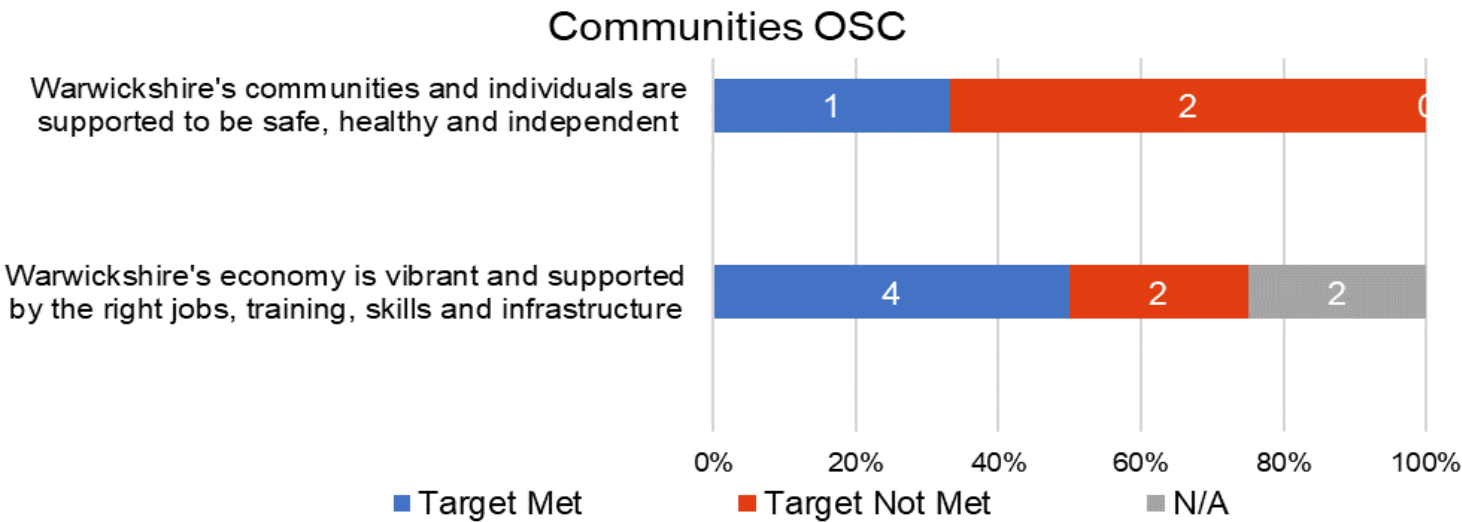


Chart 1

2.3 Of the 45% (5) KBMs achieving target there are 3 measures where performance is of particular note which are:

- % of household waste reused, recycled and composted, which is ahead of target even though Nuneaton & Bedworth Borough Council have started charging for green waste which has resulted in less recycled waste from them;
- Total waste (kg) per household, which is currently ahead of target, charging for green waste collection in Nuneaton Borough Council has reduced the amount composted from that council. However, increases in green waste across the other District and Borough Councils has mitigated the county wide impact; and,

- No. of properties better protected from flooding, after 3 significant floods events during November 2019, January 2020 and February 2020 WCC were still able to better protect 76 properties through jetting works and enforcement procedures undertaken by WCC and associated contractors.

Measure	Remedial Action
Cost (£) of SEND Home to School transport provision	Growth in pupil numbers and delays in building work intended to increase capacity in Warwickshire's own in County specialist provision, has meant the service has been unable to reduce numbers in Out County provision as planned. Long term plans continue to provide more in county provision and reduce travel costs.
Rate of total recorded crime per 1000 population	<p>Whilst the crime rate per thousand population remains within target, there is a renewed focus on serious violence, which although low compared to other most similar authorities, did see a rise in 2019/20. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area.</p> <p>To support this, each Community Safety Partnership (CSP) area has completed its Strategic assessment and has set priorities to address the local trends in each area through a multiagency action plan. These action plans alongside the monthly partnership problem solving meetings will identify trends and implement actions to address concern areas as quickly as possible. Analysts from the Police and the CSP's will monitor the trends and provide analytical products that will assist in identifying the most appropriate actions to address trends.</p> <p>The Safer Warwickshire Officer pilot is currently being developed which will also contribute to this agenda. The proposal is for an Officer in the north and in the south of the county who will work to deliver the agreed SWPB objectives.</p>

No. of people killed or seriously injured on our roads

WCC prioritises funding to those locations and interventions that will have maximum in terms of casualty reduction. Approval has been given for investment in to 3 casualty reduction schemes and a pilot implementation of average speed cameras: - Casualty reduction road improvement project at the junction of the A439 and Hatton Bank Lane. Signalised junction casualty reduction scheme at the Green Man Crossroads, Coleshill. Part fund the Portabello Crossroads Signalisation casualty reduction scheme. There has also been a commitment of investment to provide new safe cycling facilities between Kenilworth to Leamington, Hinckley and Nuneaton & Nuneaton and Coventry. WCC has reinvigorated the Warwickshire Road Safety Partnership and established a Strategic Partnership Board. This will provide greater oversight and strategic direction for the road safety partnership working between WCC Road Safety, Fire & Rescue and Warwickshire Police and other partners. A road safety partnership coordinator post has been funded by WCC and will provide support to partners across the shared road safety activities.

2.4 The full set of KBM's form the basis of the 2020/21 performance framework and therefore a forecast of performance projection for the next reporting period is included in this report. As targets have yet to be agreed the projection is based on measure owners current understanding of forecast performance levels. Chart 2 below illustrates the considered forecast performance projection over the forthcoming reporting period.

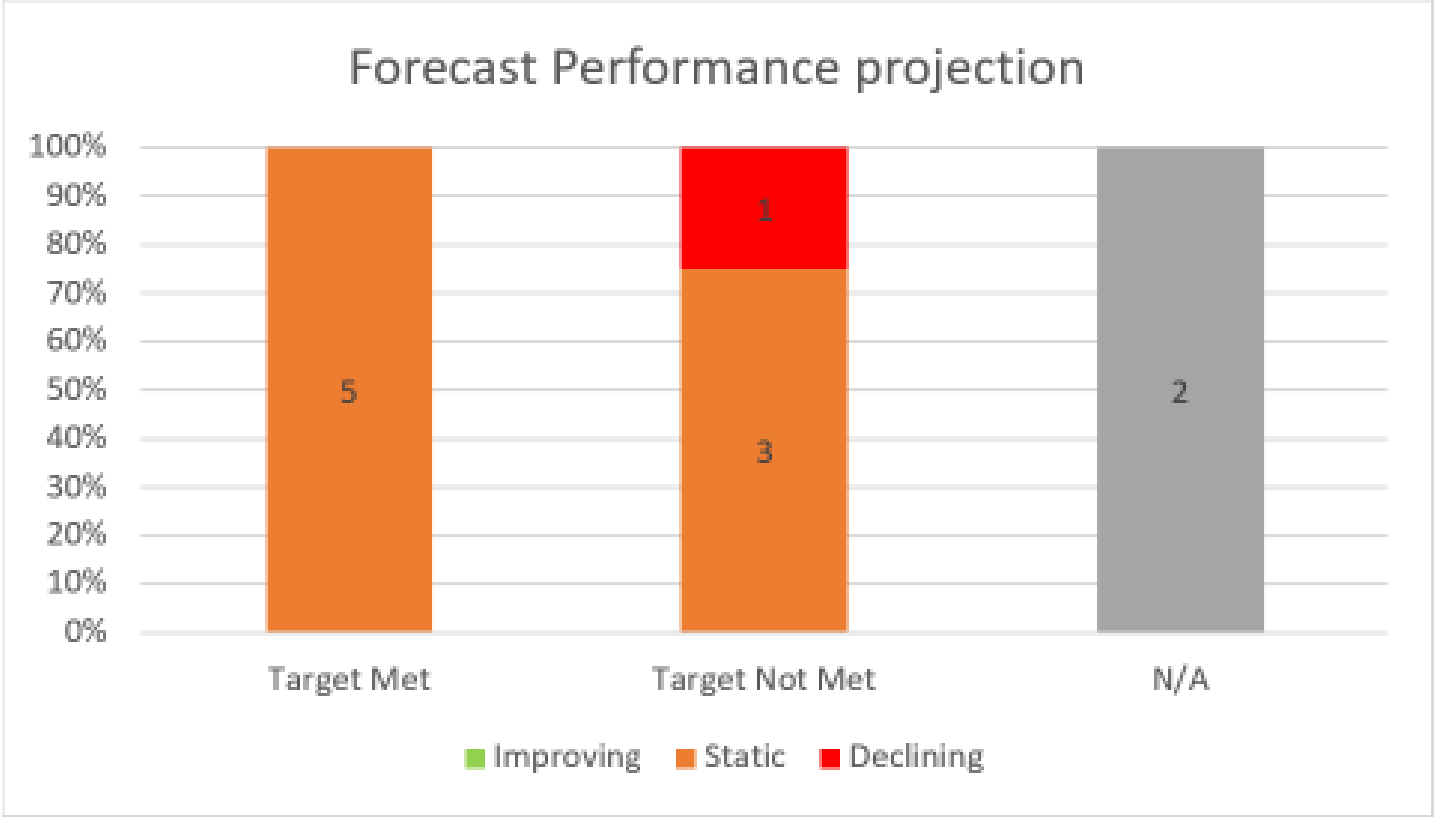


Chart 2

Of the 11 KBM's, 45% (5) are projected to remain on target over the next reporting period. The table below highlights the 3 KBM's, including remedial action being taken, where performance is projected to remain underperforming and static;

The table below highlights the 1 KBM, including remedial action being taken, where performance is projected to remain underperforming and decline;

Measure	Remedial Action
% biodiversity net gain in Warwickshire	The Habitat Biodiversity Audit continues to map urban area in more detail through satellite imagery thereby lower value habitat is being added to the total area covered in Warwickshire. Therefore, a decline is anticipated with no remedial action. However, the annual decline equivalent to 2208 hectares is high and an averaged decline of 1439 hectares is of concern. This may be due to uncertainties of post Brexit agricultural payment schemes and a shift to greater production in the interim, Further analysis would be required to determine which habitat is being lost.

- 2.5 Comprehensive performance reporting is now enabled through the following link to the Communities [OSC Year End Performance Report](#).

The [Communities Year End Exception Dashboard](#) contains details of those measures that are of significant note where good performance or areas of concern need to be highlighted.

There is a further dashboard split by the 2 high level Outcomes Communities [OSC Year End Full Dashboard](#) which provides a summary of performance for all KBM's within the remit of this Committee.

3. Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

- 3.1.1 The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue £'000 %	Variance	Retained Reserves £'000	Financial Standing £'000
Communities	23,262	23,615	353 1.52%		(2,269)	(1,916)

Throughout the year, the Service faced a loss of income as a result of the delays in the implementation of changes to parking management. The Service worked to pro-actively mitigate this impact through managing spend elsewhere, but the overall overspend was largely driven by the gap in this unrealised income as well as other pressures such as legal and insurance fees being greater than budgeted.

Environment Services	24,335	21,963	(2,372) -9.75%	1,314	(1,058)
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The net underspend was caused by an underspend in Highways and Transport, offset by an overspend in Gypsy and Traveller Services and a shortfall in the anticipated traded income from County Fleet Management. The underspend in Highways and Transport was driven by four factors: A mild winter resulting in less gritting of roads; substantial income recovery from utility operator enforcement; Covid-19 lockdown resulting in lack of ability to complete planned Quarter 4 spend; and concessionary fares underspend due to lack of take up.

3.2. Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2019/20 £'000	Target	2019/20 Actual to £'000	2019/20 Outturn £'000
Communities	1,141		773	773

Shortfall £0.368 million relating to the introduction of a new charging schedule for parking permits. This has been delayed while a public consultation takes place. This has impacted on year 1 savings and depending on the outcome of the consultation may impact on year.

Environment Services	605		580	580
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Shortfall £0.025 million. This relates to the move to Hawkes Point from Montague Road. This is in question because it relied on increased income being made from the installation of an MOT test facility at the new site. The move to Hawkes point has been delayed and Environment Services are now also funding the installation.

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years £'000	Slippage from 2019/20 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Communities	42,543	(3,158)	-19	31,248	79	73,870
<p>The main reason for the movement was delays in area delegated schemes of £1.875m, Members are involved in plans for the reorganisation of this area and have already contributed their requirements and suggestions. There was also a delay of £0.572m on the Temple Hill Wolvey casualty reduction scheme and an additional £0.239m on other casualty reduction projects. Delays to projects at design stage meant the construction start date was moved to later in the year and then Covid-19 delayed that further. Casualty reduction schemes were otherwise delayed due to poor weather in February. The Bermuda Connectivity Scheme also suffered delays around sign-off (£0.237m). This was caused by technical approval delays impacting on design finalisation, combined with issues with the land negotiations which resulted in significant re-profiling being required to the project milestones with procurement and construction now expected to be during 20020-21.</p>						
Environment Services	151,292	(17,237)	-29	17,911	(749)	168,454
<p>The A46 Stoneleigh junction scheme accounted for £1.650m of the total movement, where procurement was delayed partly due to Covid-19 and partly due to the need for additional strategic modelling requirements to support the business case. Issues with HS2 resulted in a need to liaise on design and review work with HS2 consultants. There were also delays in annual maintenance projects, with funds being rolled forward into the new financial year (£0.958m). Gypsy and Travellers projects were delayed as funding planned for caravan refurbishments did not take place as a result of staffing issues within the team. The project will be progressed in 2020-21. Street lighting maintenance was delayed because a large road junction scheme that included planned cabling and street lighting works has not yet gone ahead; other delays to planned works were caused by the extreme wet weather and the Covid-19 lockdown. For highways maintenance staffing restructures in the team meant communications between WCC and Balfour between January and March were sub optimal. In addition to this extreme wet weather caused delays on some schemes.</p>						

4. Supporting Papers

- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 9th July is available via the following [link](#) and in each of the Group Rooms.

5. Environmental Implications

None

6. Background Papers

None

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