
Report to Performance and Finance Scrutiny Committee

7 September 2023

End of June 2023 (Quarter 1) Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery, risk and workforce. It has been designed to reflect the priorities, outcomes and measures included in Our Council Plan. The report is available to each scrutiny committee on a quarterly basis and each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business.

The report (Annex B) reflects the position at the end of June 2023 and reports the Quarter 1 2023/24 position.

Of the 59 performance measures, 44% of measures are reporting as 'green', 19% as 'amber' and 22% as 'red'. 15% are new measure with no RAG rating as yet.

The projected outturn forecast for 2023/24 is a net £11.879m overspend.

The PRR also includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including workforce. The workforce statistics (Appendix 6) provides quarterly information on Key Performance Indicators (KPIs).

The current Risk Register (Appendix 5) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

The Cabinet meeting on 12 September 2023 will approve the Quarter 1 Performance and Resources Report.

Focus for scrutiny

The Committee is asked to consider the PRR (Annex B). Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee; the additional workforce information requested and Corporate Risk 11 controls and actions; recruitment and retention of key officers.

- Assess the performance indicators and measures identified as most critical to the focus of the committee and whether the narrative provides assurance about the position presented and likely outcomes. Issues recognised previously by the committee as priorities to monitor include cyber security, the Capital Programme, Economy Plan, climate change and staff recruitment
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks, particularly in relation to Corporate Risk 22 financial sustainability
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Any areas of concern in relation to the workforce indicators
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member
 - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

The Chairman will summarise the output of the debate for consideration by the Committee.

1. Background and context

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 Annex A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change. In the first quarter, the **Key Performance Indicator** (KPI) measures reported:
 - 44% (26 measures) as 'Green'
 - 19% (11 measures) as 'Amber'
 - 22% (13 measures) as 'Red'
 - 15% (9 measures) are new and have no RAG rating as yet
- 1.4 Key performance indicators are regularly reviewed and Cabinet will be asked to agree a change to increase the target for Safe and Well Visits to households with at least one vulnerability or risk factor (Fire and Rescue

Service KPI) to reflect the 2022/23 outturn. In 2022/23 there were 4,680 visits and the target measure is regarded as insufficiently stretching. The target is proposed to increase from 4,000 visits to 5,000 from 1st April 2023.

- 1.5 The **forecast outturn position** for 2023/24 is a net £11.879m overspend. This is after increased investment income due to higher interest rates is factored in. The corporate contingency budget held for 2023/24 is £13m to assist with unplanned pressures and can be used at the end of the year to balance the budget. The Cabinet in September will be asked to consider and comment on the Qtr1 PRR, propose any specific action to take and agree a change in KPI in relation to Fire and Rescue Service safe and well visits.
- 1.6 Financial issues identified include the service challenges outlined below:
 - Growing demand and complexity of need in adults and children's,
 - Increases in the cost of adult lifelong services provision,
 - The level of demand for and reliance on external placements for children
 - The rising numbers of children requiring high needs education,
 - Continuing inflation on goods and services
 - The delays in achieving savings and the need to re-profile some,
 - Recruitment and retention issues within the workforce.
- 1.7 The 2023/24 **savings** target across all portfolios is £9.6m. In addition, there remains £17.2m of previous years savings which needed to be re-profiled. The overall savings to be achieved in 2023/24 is therefore £26.8m. Of these savings £6m (22%) are considered to be at risk with no expectation of delivery in year. This is reflected in the forecast outturn position.
- 1.8 The impact of increasing costs within the **capital programme** continues to be monitored on a project-by project basis. The approved Capital Programme for 2023/24 is currently £122m.
- 1.9 Information in relation to **corporate risks** is included as Appendix 5. There is one new risk included in relation to school places demand and deliverability (CR76).
- 1.10 Of the **12 Workforce Key Performance Indicators**, nine are on track 'Green' and three are at risk 'Amber'.
- 1.11 The 'Amber' measures are set out below and more detail is in Appendix 6:
 - The number of new apprentice starters since the start of the financial year (excluding schools).
 - Staff induction completion rates.
 - Rolling 12-month average number of calendar days lost due to sickness absence per full time equivalent.
- 1.12 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or

procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

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Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – End of June 2023

Section 1: Adults Services Portfolio – Summary

Section 2: Children and Young People, Learning and Skills Portfolio – Summary

Section 3: Community Support, Fire and Rescue Portfolio – Summary

Section 4: Environment and Climate Change Portfolio – Summary

Section 5: Finance and Property Portfolio - Summary

Section 6: Highways and Transport Portfolio - Summary

Section 7: Leader Portfolio (including Economy) - Summary

Section 8: Public Health and Wellbeing Portfolio - Summary

Section 9: Support Services and Economic Development Portfolio -
Summary

Appendix 1: Performance By Portfolio - Summary Table

Appendix 2: Revenue Budget Monitor and Reserves

Appendix 3: Revenue Portfolio Grant Listing - As At June 2023

Appendix 4: 2023-24 Capital Monitor as at the end of June 2023

Appendix 5: Corporate Risk Register Summary

Appendix 6: Workforce Information

Background Papers

None