
Performance and Finance Scrutiny Committee

7 March 2025

End of December (Quarter 3) 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 the 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 its area of business.

The report (Annex B) reflects the position at the end of December 2024 and reports the Quarter 3 2024/25 position.

Of the 60 performance measures, 43% of measures are reporting as 'green', 27% as 'amber' and 20% as 'red'. 10% have no Red, Amber, Green (RAG) rating as yet. This is an increase in the measures reporting as red and amber from the end of September (Qtr2) report.

The projected net outturn forecast for 2024/25 is a net £30.528m overspend, after including the non-portfolio service budgets. This is an increase of £4.368m when compared with the figures reported at the end of September. This represents 4% of the overall budget and cannot be fully covered by the contingency budget. Funding options, including workforce and spending controls, are therefore being considered to off-set the net £7.2m current projected shortfall.

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 in March will be asked to consider and agree the Quarter 3 PRR.

Focus for scrutiny

In reviewing the PRR (Annex B), the Committee's role is to monitor performance, finance and risk at a strategic level for its portfolio areas. Its focus should be on KPIs that are identified as red or amber as well as any budget variations.

Key lines of enquiry include:

- What is being done to address areas of under-performance (KPIs currently showing as red or amber)?
- The effectiveness of measures being taken to manage the revenue and capital budget position, specifically in relation to the non-achievement of planned savings, budget variations and the non-delivery of the capital programme for the committee's portfolio area and as a whole
- Whether concerns raised previously by the Committee have been addressed. The committee are specifically monitoring performance, budget and risk in relation to recruitment and retention, cyber security, the Capital Programme, climate change and Oracle Fusion. Four of these areas; Cyber Security, Financial Sustainability, Recruitment and Retention and Oracle Implementation are rated as a high risk in the Corporate Risk Register
- Using the information on performance and finance, does the service being delivered meet the objectives in the Council Plan and does it provide value for money?
- To assess key corporate risks set out in the Risk Register relating to the Committee's areas of responsibility and plans to mitigate these, particularly in relation to Corporate Risk 22, financial sustainability
- To identify any issues for further in-depth scrutiny for inclusion in the Committee's future work programme (where scrutiny may influence outcomes/add value)
- Identify any specific areas for action or response by the relevant Cabinet Member or for further scrutiny by one of the other scrutiny committees

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 protecting the environment.
- 1.4 The main financial risk areas to note across council services are included in paragraph 30 of the report.

- 1.5 The 2024/25 savings target across all portfolios is £15.7m. In addition, there remains £10.7m of previous years savings which have been re-profiled. The overall savings to be achieved in 2024/25 is therefore £26.4m. Of these savings 27% are considered to be at significant risk with no expectation of delivery in year. This is reflected in the forecast outturn position. The greatest pressure is within the Adults Services area.
- 1.6 The impact of increasing costs within the capital programme continues to be monitored on a project-by-project basis. The spend on the Capital Programme for 2024/25 is currently £130.7m. Table 6 in the report details the capital projects which have a red rated delivery status.
- 1.7 Information in relation to corporate risks is included in Appendix 5. There are currently 4 risks rated as high; Cyber Security, Financial Sustainability, Recruitment and Retention and Oracle Implementation.
- 1.8 Of the 12 workforce KPIs, 7 are on track 'Green' and 5 are at risk 'Amber', see Appendix 6 for details.
- 1.9 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.

Tony Kershaw

Director of Law and Assurance

Contact Officer

Susanne Sanger, Senior Advisor (Democratic Services), 033 022 22550

Sections and Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – December 2024

Section 1: Adults Services Portfolio

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

Section 3: Community Support, Fire and Rescue Portfolio

Section 4: Environment and Climate Change Portfolio

Section 5: Finance and Property Portfolio

Section 6: Highways and Transport Portfolio

Section 7: Leader (including Economy) Portfolio

Section 8: Public Health and Wellbeing Portfolio

Section 9: Support Services and Economic Development Portfolio

Appendix 1: Performance by Priority - KPI Summary Table

Appendix 2: Revenue Budget Monitor and Reserves

Appendix 3: Grant Allocation Listing

Appendix 4: Capital Monitor

Appendix 5: Corporate Risk Register Summary

Appendix 6: Workforce Information

Background Papers

None