

# Resources and Fire & Rescue Overview and Scrutiny Committee

17 March 2016

## One Organisational Plan Quarter 3 (Year 2) Progress Report: April 2015 – December 2015

### Recommendation





That the Resources and Fire & Rescue Overview and Scrutiny Committee considers the key messages set out in the report and asks questions in relation to its content and make recommendations as consider appropriate.

### 1. Introduction

- 1.1. The One Organisational Plan Progress Report for April – December 2015 was consider by Cabinet on 26<sup>th</sup> January 2016 and reported on the overall key messages.
- 1.2. The following report provides specific commentary in relation to each of the areas within the OOP that come under the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee and have been drawn from the Cabinet report.
- 1.3. A summary of progress on the elements that make up the One Organisational Plan is also provided in section 9 of this report and are available via the supporting papers link attached in section 10 and the Member Information Dashboard.

## 2. Resources and Fire & Rescue: Outcomes Framework

- 2.1 The following One Organisational Plan Outcomes are specific to the remit of the Resources and Fire & Rescue Overview & Scrutiny Committee. Performance at the end of Q3 is drawn from just those Key Business Measures that also come under the remit of this committee and their contribution to the overall delivery of the OOP Outcomes.
- 2.2 The direction of travel arrows, are a reflection of performance since the start of the One Organisational Plan (2014/15). Performance results for 2015/16, indicate that the Resources and Fire & Rescue Services have maintained performance since the Mid -Year Forecasts.

Outcome – Resources and Fire & Rescue	2014/15				2015/16			Direction of Travel
	Qtr. 1	Mid-Year	Qtr. 3	Year End	Qtr 1	Mid-Year	Qtr. 3	
 Our communities & individuals are safe from harm & are able to remain independent for longer	A	A	A	R	A	A	A	↔
 Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership	R	R	R	R	A	R	R	↔
 The health & wellbeing of all in Warwickshire is protected	A	G	A	A	A	A	A	↔
 Warwickshire's communities are supported by excellent communication and transport infrastructure	G	G	G	G	n/a	G	G	↔

- 2.3 The following section provides an update on progress to date with regards to the key performance measures that support the delivery of the outcomes that come under the remit of this committee. Trend information has been provided for the current financial year

### 3. OOP Outcomes, Key Business Measures & Performance for Resources and Fire & Rescue

OUTCOME  Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	2015/16 PERFORMANCE					
	Target	End of Year Forecast	Trend			Commentary
			Q1	Q2	Q3	
KEY BUSINESS MEASURES						
Service standards are published for all services	100	100	G	G	G	
% Staff expressing satisfaction with their manager as a leader	67	64.42	G	n/a	A	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results.
% Resident satisfaction that they are able to influence decision making in their local area	45	45	G	G	G	
% staff satisfaction with access to resources and information which allows them to do their job	75.28	73.88	G	n/a	A	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results.
% staff satisfied with the Council as an employer	72	72.34	G	G	G	

OUTCOME	2015/16 PERFORMANCE					
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	Target	End of Year Forecast	Trend			Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	
The Customer Journey programme is delivered on time and to budget	100	50	G	R	R	The timetable has slipped due to resourcing and staff availability at service level.
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations	1	1	G	G	G	
Standards for complaint handling are met	1	0.8	R	R	R	Timescale compliance remains below standard in Social Services. Work is being undertaken with both Adult Social Care and Children's Social Care to address non-compliance.
% Delivery of Corporate Learning and Development Plans	100	100	G	G	G	
All Resources Group change activity is delivered on time & within budget	100	100	A	G	G	
Risks identified are managed & reviewed monthly	100	100	G	G	G	
Overall availability of ICT Network	14	12	G	G	G	
CBPM - WCC Contribution to Rural Broadband Development	90	90	n/a	G	G	

OUTCOME	2015/16 PERFORMANCE					
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership	Target	End of Year Forecast	Trend			Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16)	90	90	n/a	G	G	
Savings are delivered to plan	100	100	G	G	G	
Net Variation to budget	0% to -2%	-3.66%	R	R	R	Details of those Business Units who have not met the net variation to budget target ( between 0% and -2%) are set out in section 4 of this report
Traded Services meet budgetary targets	100	95.7	R	R	A	Finance are forecasting that payroll will not meet its targets; however, Schools Finance and the Sickness Insurance scheme are on track. ICT Service are forecasting £60k under-recovery against the surplus target of £385k and they will continue to seek to reduce the shortfall over the remainder of the year.
Capital Programme Delivered on time & to budget	100	87.5	R	R	R	The Finance BU is responsible for highlighting major variations and suggesting to capital project service managers where remedial action needs to be taken.
Resources Group demonstrates value for money	100	93.75	A	A	A	This measure is made up of a composite of 3 performance measures: - Net Variation to Budget, Proportion of Service Standards Met and All Business Unit Key Activities are Delivered on Time and within Budget.
The Property Rationalisation Programme is delivered on time & time budget	-1017134	-1017134	G	G	G	

% of customer satisfaction with the quality of services provided	67.5	70.7	A	G	G	
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OUTCOME	2015/16 PERFORMANCE					
Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership  KEY BUSINESS MEASURES	Target	End of Year Forecast	Trend			Commentary
			Q1	Q2	Q3	
% increase in staff engagement	75	68.4	A	R	R	The figures quoted are based on the results of the 2015/16 Staff Pulse survey. Action plans are being implemented to improve the scores. A full staff survey will be undertaken in 2016/17.
% of services that are commissioned to deliver against clearly defined set of outcomes (Org Health)	100		R	n/a	n/a	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.
% Customer satisfaction levels	95	95	G	G	G	
Capital Programme - % Variance to Budget (Fire and Rescue)			G	R	n/a	There has been some slippage on WFRS Future Estates Programme due to the identification of suitable sites / planning issues.

OUTCOME	2015/16 PERFORMANCE					
The health & wellbeing of all in Warwickshire is protected	Target	End of Year Forecast	Trend			Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	
No of whole time firefighter vacancies (Full Time Equivalentents)	0	16	n/a	R	R	The number of whole time firefighters is being managed closely. As WFRS enters the phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings without the need for compulsory job losses.
% competency checks completed by Managers	100	100	G	G	G	
% risk critical equipment replaced within 24 hours	100	100	G	G	G	
No of RIDDOR adverse events	9	8	G	G	G	
No of Level 3 and Major Risks exercises and training events undertaken	12	40	G	G	G	

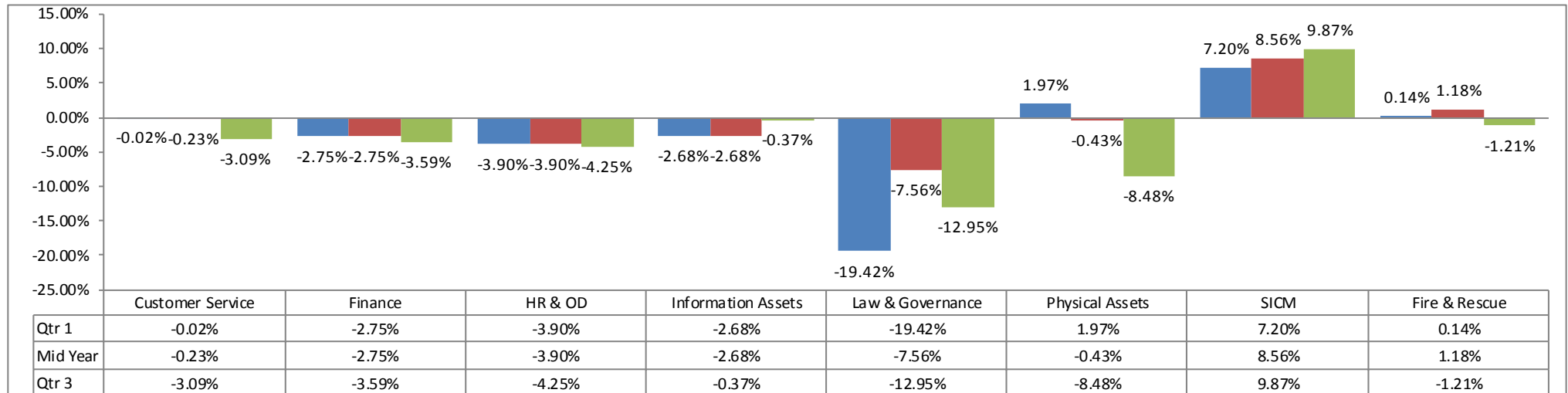
OUTCOME	2015/16 PERFORMANCE					
Our communities & individuals are safe and protected from harm and are able to remain independent for longer  KEY BUSINESS MEASURES	Target	End of Year Forecast	Trend			Commentary
			Q1	Q2	Q3	
% RDS appliance availability	85	77	R	R	R	Attracting and maintaining Retained Dusty System (RDS) personnel continues to be a challenge at both a national and a local level. Recent recruit campaigns have successfully recruited a number of new recruits for key stations at key times and when they are fully operational, following extensive training, there will be a resulting improvement in RDS.
% of Home Fire Safety Checks delivered to vulnerable and targeted persons	85	75	R	R	R	As reported at Q1 the priority for the Service has been addressing new legislation requirements regarding landlords, ensuring all privately owned accommodation has a working smoke alarm. The number of HFSC's conducted remains at the targeted level, however there are a number which may not be delivered to our target groups.
% times an appliance arrives at life risk or property incidents within 10 minutes	75	75	G	G	G	
No of fire related injuries	18	18	G	G	G	
No. of incidents attended	2789	3050	R	A	R	The overall number of incidents is forecast to end the year over target. This is due to a rise in the number of deliberate secondary fires, where no property or vehicle is involved, experienced across the County over the period of early summer when there was a hot, dry spell of weather. Moving into the last quarter of the year a positive change in our mobilising policy to Automatic Fire Alarm incidents has resulted in an increase in this type of incident.
No. of people extricated from RTCs	145	140	G	G	G	
No. of preventable fire related deaths	0	0	G	G	G	
Total no of accidental dwelling fires	159	159	G	G	G	
Total no of fires in non-domestic premises	83	83	G	G	G	



OUTCOME	2015/16 PERFORMANCE					
Warwickshire's communities are supported by excellent communications and transport infrastructure	Target	End of Year Forecast	Trend			Commentary
KEY BUSINESS MEASURES			Q1	Q2	Q3	
CBPM - WCC Contribution to Rural Broadband Development	90	90	n/a	G	G	
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16)	90	90	n/a	G	G	

## 4. Resources and Fire & Rescue Revenue Position

4.1 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.



4.2 The following financial commentary is in relation to those Business Units whose services come under the remit of this committee who are either reporting a year end forecast overspend or underspend in excess of 2% against the budget allocation for 2015/16.

4.3 Service Improvement and Change Management – The forecast overspend of £0.203 million is a slight increase from the Quarter 2 forecast. This is as a result of a £0.242 million planned overspend to deliver Resources Group transformation offset by smaller underspends across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resources Group Transformation Fund.

4.4 Customer Service – The forecast underspend of £0.262 million is £0.242 million more than was forecast at Quarter 2. The increase is mainly due to unspent Care Act funding and an underspend in Project work for the service. The service is requesting to transfer the underspend into reserves to fulfil future Care Act duties and support the Corporate Customer journey work in future years.

- 4.5 Finance – The forecast underspend of £0.151 million. The increase is mainly due to planned delays in the recruitment to vacant posts and the delay in the replacement Social Care System.
- 4.6 Human Resources – The forecast underspend of £0.219 million is £0.077 million more than was forecast at Quarter 2. The increase is due to vacant posts being held.
- 4.7 Law & Governance – The forecast underspend of £0.101 million is £0.042 million more than was forecast at Quarter 2 due to posts being held vacant and specific grant funding being available.
- 4.8 Physical Assets – The forecast underspend of £0.954 million is £0.907 million more than was forecast at Quarter 2. It has arisen from the savings generated by Property Rationalisation Programme, an underspend on rates due on county buildings and savings from the Estates and Smallholding team. The service is requesting to use £0.524 million of this underspend to repay debt. The balance will be used to fund future work to increase the sale value of future surplus property.

## **5. Resources and Fire & Rescue: Use of Reserves:**

- 5.1 Across the Authority, Business Units are seeking Members' approval to put £6.047 million into reserves to support the delivery of services in future years. The specific proposals relating to the remit of this committee are as follows:

### **Customer Services (£0.262 million)**

- £0.126m to meet the costs of future Care Act duties.
- £0.136m to Support the ongoing Corporate Customer Journey Programme

### **Human Resources (£0.059 million)**

- To fund the Going for Growth Apprenticeship Scheme in future years.

### **Law and Governance (£0.063 million)**

- Warwickshire Counter Fraud Partnership grant funding no longer needed in 2015/16 to offset future year's costs.

### Physical Assets (£0.430 million)

- To fund works at sites in order to gain planning permission.

### Fire and Rescue (£0.177 million)

- £0.100m to support operational training in future years.
- £0.077m to support the IT replacement project in 2016/17.

## 6. Resources and Fire & Rescue: Delivery of Year 2 (2015/16) Savings

Business Unit	2015/16 Target (£,000)	2015/16 Qtr.1 Forecast (£,000)	2015/16 Mid-year Forecast (£,000)	2015/16 Qtr.3 Forecast (£,000)
Customer Service	650	<b>650</b>	<b>650</b>	<b>650</b>
Physical Assets	1,092	<b>1,092</b>	<b>1,092</b>	<b>1,092</b>
Information Assets	1,067	<b>1,067</b>	<b>1,067</b>	<b>1,067</b>
Law & Governance	57	<b>57</b>	<b>57</b>	<b>57</b>
Human Resources & Organisational Development	561	<b>561</b>	<b>561</b>	<b>561</b>
Finance	501	<b>501</b>	<b>501</b>	<b>501</b>
Service Improvement & Change Management	540	<b>540</b>	<b>540</b>	<b>540</b>
Fire and Rescue	1,129	<b>1,077</b>	<b>1,077</b>	<b>1,129</b>

Direction of Travel



6.1 Savings that come under the remit of this committee are forecast to be delivered in 2015/16 (year 2 savings).

## 7. Resources and Fire & Rescue: Capital Spend & Capital Slippage:

### 7.1 Capital Spend & Capital Slippage: Resources and Fire & Rescue Overview and Scrutiny Committee

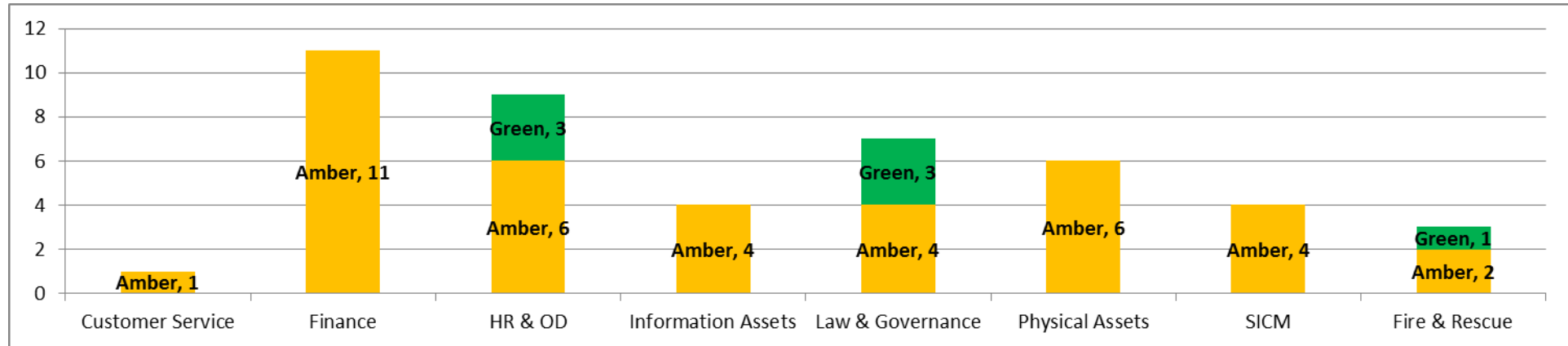
Business Unit	All current and future years approved budget (£,000)	New approved funding/ schemes (£,000)	All current and future years forecast Qtr. 1 (£,000)	All current and future years forecast Mid-Year (£,000)	All current and future years forecast Qtr. 3 (£,000)	Slippage from 2015/16 into future years Qtr. 1 (£,000)	Slippage from 2015/16 into future years Mid-Year (£,000)	Slippage from 2015/16 into future years Qtr. 3 (£,000)	DOT 
Customer Service	3,654	0	<b>3,654</b>	3,654	<b>3,654</b>	<b>13</b>	<b>(273)</b>	<b>10</b>	
Physical Assets	39,398	263	<b>39,228</b>	<b>39,398</b>	<b>39,662</b>	<b>(1)</b>	<b>(667)</b>	<b>(1,195)</b>	
Information Assets	26,003	397	<b>17,142</b>	<b>26,003</b>	<b>26,400</b>	<b>(2,591)</b>	<b>0</b>	<b>0</b>	
Finance	0	0	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Fire and Rescue	46,598	(260)	<b>12,296</b>	<b>11,807</b>	<b>46,340</b>	<b>(2,435)</b>	<b>(145)</b>	<b>(1,050)</b>	

7.2 The main reasons for the additional £8.320 million slippage in the quarter compared to the approved budget are:

- Physical Assets – The slippage of £1.195 million is, in the main, due to delays on the Rationalisation of the County Storage project of £0.817 million. This is due to a re-profiling of the forecasted spend to match actual project progress.
- Fire and Rescue – The £0.197 million slippage relates to a delay in the new Training Centre project as a result of delays in obtaining planning permission.

## 8. Resources and Fire & Rescue: Management of Risk

8.1 For those Business Units that come under the remit of this committee, 45 risks are monitored on a monthly basis.



8.3 There are no red strategic net risks in the Resources and Fire & Rescue Overview and Scrutiny Committee remit.

8.4 The amber strategic risks associated with the committee remit are

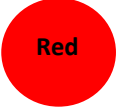





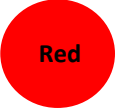



**R0842** Loss or corruption of personal or protected data held by the Council

**R0844** Inability to sustain risk critical fire and rescue functions

**R0839** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term

## 9.0 WCC - Progress and Key Messages

- 9.1 The following section sets out the overall progress on the elements that make up the One Organisational Plan and have been drawn from the OOP Qtr. 3 Progress Report that was presented to Cabinet on the 26<sup>th</sup> January. Further details are available in the supporting papers that are provided as a link to this report and via the Member Information Dashboard.
- 9.2 The table overleaf presents pictorially the overall progress on the delivery of the key elements that make up the One Organisational Plan

OOP: Outcomes	Organisational Health	Revenue (Variance)	Savings
 Red	 Amber	 Green	 Green
Capital Spend & Slippage in to future years	Strategic Risks	Workforce	 <b>Overall Delivery</b>
 Green  Red	 Amber	 Amber	 Amber

- 9.3 The overall red status of the OOP Outcomes masks areas of good or improving performance and this is reflected in section 2.1.4 – 2.1.5 of the Cabinet Report 26<sup>th</sup> January 2016.
- 9.4 A small underspend of £2.210 million is being forecast on the revenue budget for the year. This is compared to the £0.328 million overspend forecast at Quarter 2 and reflects the progress of efforts being made to ensure, overall, the authority comes in under budget by the end of the financial year.

- 9.5 At 1 September 2015 the authority held reserves of £120.583 million. The proposed movements out of reserves of (£0.738 million) combined with the effect of the forecast outturn £1.960 million would increase the total level of reserves to £121.805 million.
- 9.6 Overall, the Council is forecasting that in 2015/16, it will exceed the overall savings target for Year 2 of the 4 year savings plan
- 9.7 As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focused discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans
- 9.8 Overall there are currently 10 strategic risks on the County Council's Risk Register, 9 of which are reporting an overall net risk level of Amber. This position has remained unchanged during this financial year. There is only one Strategic Risk that remains set at a Net R Risk and that is "Safeguarding Children and Vulnerable Adults in our community and the County Council's inability to take action to avoid abuse, injury or death". This risk has been set at a constant Red risk level because of the nature of the risk and is not a reflection on the level of performance in this area
- 9.9 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation. At the quarter 3 point, absence levels are reported at an average of 2.69 days per person (9.82 on the rolling year) which compares to this quarter last year when they were reported at an average of 2.79 days per person. This compares to 2.22 days at the mid year point. Reports show that the three top reasons for absence remain stress, viral and musculo-skeletal.

## **10. Supporting Papers**

- 10.1 A copy of the full report that went to Cabinet on the 26<sup>th</sup> January is available via the following link: [OOP Q3 Progress Report Cabinet 26th January 2016](#) and the supporting Business Background Information relevant to the remit of this Committee, which also went to Cabinet on 26<sup>th</sup> January is available in each of the Group Rooms.



## 14. Background Papers

None

Author:	Elizabeth Abbott, Business Partner, Planning, Performance & Business Improvement
Head of Service	Tricia Morrison, Acting Head of Service Improvement & Change Management
	Kushal Birla, Head of Customer Service & Access
	John Betts, Head of Finance
	Sue Evans, Head of Human Resources & Organisational Development
	Tonino Cuiffini, Head of Information Assets
	Sarah Duxbury, Head of Law & Governance
	Steve Smith, Head of Physical Assets
	Gary Phillips, Deputy Chief Fire Officer
Strategic Director	David Carter, Strategic Director, Resources Group
	Andy Hickmott, Chief Fire Officer
Portfolio Holder	Cllr K Kaur
	Cllr J Horner